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ABSTRACT

This annual report contains information about the 2002 activities of the European Centre for the Development of Vocational Training (CEDEFOP), including proposed outcomes and activities and results for each, organized into the four following areas: (1) developing research; (2) reporting and facilitating a concerted approach; (3) exchange and support partners; and (4) information, communication, and dissemination. Area A, developing research, includes the following: Cedefop research arena (Cedra); report on VET (vocational education and training) research in Europe; European journal vocational training; Agora Thessaloniki; early identification of skill needs in Europe; history of VET in a European perspective; and mobility as a didactic tool. Area B, reporting and facilitating a concerted approach, includes the following: reporting on developments in VET; reporting on lifelong learning; policy support for new community initiatives; TTnet Training of Trainers network; ICT (information and communications technology) learning platform; key data; report on vocational training policy; European forum on transparency of qualifications; and history of VET. Area C, exchange and support partners, includes the following: support for the commission; support for the social partners; and familiarizing candidate countries. Area D, information, communication, and dissemination, includes the following: dissemination; electronic media; Cedefop conference program; library, documentation service, and archives;

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publications; translation, terminology, and editing; and Cedefop's Brussels office. Contains nine annexes. (MO)

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Annual report

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General developments

For Cedefop, 2002 has been a year of change and development. Good progress has been made in implementing the recommendations contained in the action plan (see Annex 6). The internal organisation of Cedefop now centres on areas, which has led to increased delegation of responsibility and transparency. The entry into force of the new Financial Regulation at the beginning of 2003 will extend these principles into the budgetary and financial domains.

Cedefop has raised its profile in Member States by adopting a vigorous information and dissemination strategy. The impact of this strategy is monitored through quality and output indicators and the results to date are encouraging (see Annex 1). The *Work programme 2003* takes the same approach by identifying similar indicators, wherever possible, for other Cedefop activities and products.

Further to the 'Framework for actions' agreed by the social partners in March 2002, a major conference took place in Brussels on 23 and 24 September 2002 on 'Social partners and developing competences and qualifications in Europe'. The conference was organised and prepared by Cedefop in cooperation with the European Economic and Social Committee (EESC), the European Foundation for the Improvement of Living and Working Conditions (Eurofound), the European Monitoring Centre for Change (EMCC) and the European Commission's Directorate-General for Education and Culture (DG EAC). The conference identified a need for European

answers, common frameworks and improved cooperation. Cedefop, the EMCC and Eurofound have agreed to provide increased support.

In 2002, Cedefop decided to implement a knowledge management system (KMS) for processing information reporting on research, current developments, best practices and discussions on vocational education and training (VET). KMS responds to, among other things, the increasing need of stakeholders for VET-related data presented comparatively and thematically (see Annex 8). Cedefop, in close cooperation with the European Commission (DG EAC), Eurydice and the European Training Foundation (ETF), has created a robust and extensible thematic substructure in 11 major themes on education and VET.

The KMS will be able to draw on Cedefop's new network of reference and expertise (ReferNet), which was formally launched in April 2002. The network is composed of national consortia in Member States which as part of their tasks can report electronically on issues and themes requested by Cedefop.

Further, because of the Council resolutions on future objectives and enhanced European cooperation in VET (Bruges and Copenhagen processes), Cedefop has started to provide support for the Commission by launching virtual platforms for technical working groups on transparency, credit transfer and quality in VET. Preparations started at the end of 2002. Cedefop will be able to build on its previous contribution, most notably in the transparency and quality forums, which were replaced by technical working groups.

Cedefop's response to these challenges is reflected in its new medium-term priorities 2004-06 (see Annex 5) adopted by the Management Board which met in March and November. Discussions have started on new working methods for the Board and the impact of enlargement on the composition and size of the Board.

Looking ahead, 2003 will be a demanding and exciting year for Cedefop. It will face the challenge of KMS and contribute to the success of the drive towards an enhanced European dimension in VET. It will also be preparing for enlargement and closely involving the future EU Member States welcomed at the Copenhagen EU Summit in its work.

The following report reflects the major achievements of Cedefop's activities in 2002, on the aims laid down in the work programme. In line with the new area-centred structure, a brief area report introduces the individual project reports.

CHAPTER 1

Area A: developing research

1.1. Introduction and general progress

In 2002, considerable effort was made not only to improve Cedefop's contribution to research and make it more visible but also to disseminate research products to a wider audience. This effort was made to implement the strategy advocated by the Management Board of raising Cedefop's profile as follow-up to the external evaluation. It was also in line with the Council's decision to create a European research area. The need for increased cooperation and networking as well as closer cooperation with our stakeholders is reflected in all research-related activities.

1.2. Cedefop research arena (Cedra)

1.2.1. **Proposed outcomes 2002**

(a) Continue to develop the European research overview (ERO) as an electronic interactive communication instrument for researchers by providing information about European VET research projects, links to resources, institutions, websites, journals and information about forthcoming conferences, seminars and calls for tender.

(b) Moderate and encourage the exchange of knowledge in development networks covering the following themes:
- work-process knowledge, work-related learning, and key qualifications;

- ICT as a support for collaborative research and learning activities;
- organisational learning/human resource development;
- network-learning in a societal 'learning region' context;
- recognising new skill needs at an early stage and identifying best and transferable practice.

(c) The results of the work of these networks will support developing lifelong learning policies and actions.

1.2.2. **Activities/results in 2002**

(a) During 2002, Cedefop continued to develop the European research overview (ERO) as a real and virtual interface allowing researchers to communicate and share knowledge and information. In particular:
- the annual roundtable of VET research networks took place during the European conference on educational research in September 2002;
- the ERO website was updated continuously to provide information on research resources, networks and projects, the directory of European experts, information on forthcoming conferences and links to websites;
- the ERO mailing list (ERO call) expanded its services to become the main communication instrument for European VET researchers;
- the ERO database, which will allow online input of data for ReferNet, was further developed and will become operational in early 2003;
- Finally, preparatory work began for full integration of the Cedra and ERO websites and databases into Cedefop's KMS.

(b) Moderating knowledge development networks in work-related learning. The following tasks were undertaken:
- a Reference series publication on key qualifications *Transformation of learning in education and training - key qualifications revisited*, bringing together the results of this network, was published in June 2002;
- a two-volume Reference series publication on organisational learning and human resource development entitled *Facing up to the learning organisation challenge*, bringing together the results of the learning organisation network, was prepared and is expected to be published in March 2003;
- work has continued on preparing two Reference series publications on *Work-process knowledge* and *Learning from work experience*, which are expected to be published in the first half of 2003.

(c) On developing innovative methodologies including ICT support tools to further European VET research, the following tasks were undertaken:
- a book entitled *Taking steps*

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towards the knowledge society: reflections on the process of knowledge development (English language version) was published in June 2002 (French version to be published in early 2003).

The network dealing with 'ICT as a support for learning and research' (Cedra ICT research network) undertook the following activities:

- case studies on 'e-learning and SMEs' were carried out in five countries (Austria, Italy, Poland, Spain and the UK) as a joint Cedefop-DG EAC project;
- the synthesis report will be published as a Panorama series publication in March 2003.

Cedra's experimental web-based facilities were further developed and updated. Preparatory work was carried out to integrate Cedra's web-based resources and databases into KMS.

(d) Scenarios for future VET policy
The outcomes of the joint Cedefop-ETF scenario project were prepared for publication and a tool kit for practitioners was launched:
- scenarios and strategies for vocational education and lifelong learning in Europe, summary of findings and conclusions of the joint Cedefop-ETF project (1998-2002), Panorama series, DE, EL, EN, and FR (also on the web);
- Reference series publication (van Wieringen et al.): Future education: learning the future, scenarios and strategies in Europe (EN only);
- the report on the final European conference of October 2001 in Tallinn (Estonia) was published on the web (EN only);
- a contract for a manual on scenario development was launched in the autumn and the manual should be ready by spring 2003.

1.3. Report on VET research in Europe

1.3.1. **Proposed outcomes in 2002**

The third research report, to be published in 2004, will focus on evaluating and assessing the impact of VET measures taken at regional, national and European levels.

1.3.2. **Activities/results in 2002**

Work on a comprehensive review of European VET research continued in 2002.

(a) The second research report *Training and learning for competence* (background report and synthesis report) was published in English in 2001. The synthesis report was then translated into French, German and Spanish and published in these languages in 2002. In addition, an executive summary was published in 11 EU languages in 2001/02. Dissemination of the report – also by electronic means – continued in 2002.

(b) The third research report, to be published in 2004, focuses on assessing the impact of education and training at regional, national and European levels. Themes include:

- social and economic impact of VET on the individual;
- impact of training and skills on enterprise performance;
- impact of education, training and skills at macro level, in material and non-material benefits;
- evaluation and impact of VET programmes and reforms;
- an outline of theories, criteria, standards and methods/approaches for evaluating and measuring the impact of VET at different levels.

Related activities in 2002 included:

- 21 study contracts with external researchers and research teams with input from the ETF to address issues from several perspectives providing a cross-country comparative view. Some specific aspects were addressed as case studies. Efforts were also made to include candidate countries either through special contributions or through comparisons with other (mainly EU) countries. Cedefop project managers supervised the preparation of these studies. In October and November 2002, the studies were finalised and are currently being checked by the Cedefop project team before publication in 2003-04.
- a first conference with all external research teams was held from 28 February to 1 March 2002. Teams presented and discussed their planned studies. The conference outcomes served to coordinate the studies avoiding overlaps and duplications, and helping them focus more sharply on issues of common interest, expressly including policy implications and evaluation practice aspects.
- a second conference was held on 2 and 3 December 2002. Participants included the teams, representatives of the Management Board and the Commission. Teams presented their final reports, stressing the impact on policy, evaluation practice and further research.

1.4. European journal vocational training

1.4.1. **Proposed outcomes 2002**

Three issues:

- No 25 in April;
- No 26 in August;
- No 27 in December.

1.4.2. **Activities/results in 2002**

The publication backlog of pending issues was addressed. No 23 was delivered to subscribers in mid-February. No 24 (special issue on *Jobrotation*) was published in July and No 25 was available by mid-October. For technical reasons, No 26 and No 27 will be published in 2003 (January and March respectively).

The three annual meetings of the editorial committee took place in January (Turin), May (Thessaloniki) and October (Aix-en-Provence) respectively. On average, one in two articles is accepted for publication, mostly subject to editing.

The editor-in-chief participated at

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two events to promote the journal to potential subscribers and authors (VetNet annual conference, Lisbon; Jobrotation international conference, Aalborg).

1.5. Agora Thessaloniki

1.5.1. **Proposed outcomes in 2002**

Three themes (see working titles below) drawing on Cedefop's second report on VET research in Europe were planned:

(a) Image and standing of VET: what to do? (April);
(b) How to empower individual learners (June);
(c) Learning in enterprises (November).

1.5.2. **Activities/results in 2002**

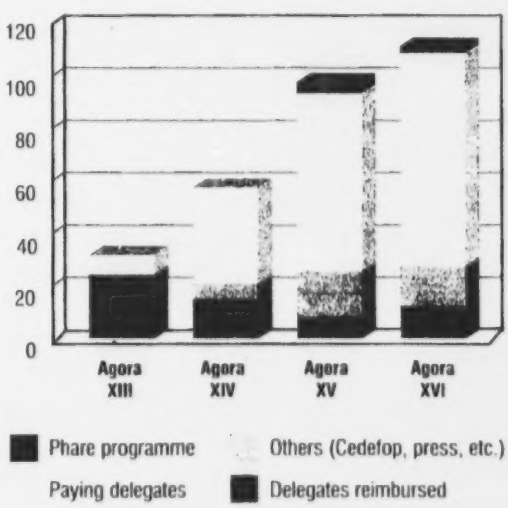
The Agora was organised differently in 2002, to encourage more diverse participation (international organisations, NGOs, representatives of civil society, media, etc.) and to integrate research-based knowledge more efficiently into social and political debates and decision making. To make the outcomes of the Agoras accessible to a wider audience, journalists with subject-related expertise now produce the conference reports in a readable, journalistic style (20-25 pages maximum), intended for hard-copy and electronic publication. The publication of Agoras 5-12 has been partly completed. Agoras 5, 6, 8 and 10 have been published and made available on the web.

Because of financial constraints, the number of participants reimbursed was reduced and a conference fee introduced. The logistical aspects of conference organisation were outsourced. The conference fee is used to offset more of the organisational costs of Agora events.

The Agora conferences were promoted on special conference websites and mass e-mailings using data from the ETV. As a result, the geographical spread of participants widened (e.g. Ethiopia, South Korea, and USA).

The new Agora conferences got off to a successful start, bringing together over 250 conference participants in 2002, including over a dozen from candidate countries (in some cases expenses were reimbursed through the Phare budget).

Number of participants at Agora conferences



The three events generated significant coverage in the Greek press and television and were also mentioned in the international press.

(a) The first Agora event (Agora XIV)

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in the new format tackled the issue of *Image and standing of VET: what changes are needed?* and took place on 29 and 30 April. Conference report to be published (DE, EN, FR) early in 2003.

(b) The second Agora event (Agora XV) *How to empower individual learners* took place on 2 and 3 September. About 100 delegates participated, the broad range of participants reflecting the new format. Executive summary to be published soon (DE, EL, EN, FR).

(c) The third Agora conference (Agora XVI) *Company-based learning in Europe: where is it going?* took place on 9 and 10 December. Executive summary in preparation.

1.6. Early identification of skill needs in Europe (part of Section 1.3.)

1.6.1. **Proposed outcomes in 2002**

This new project was only partly foreseen in the *Work programme 2002*, on a much smaller scale. The project was initiated at the end of 2001 by Cedefop, the German Ministry of Education and Research (BMBF) and the Fraunhofer Institute for Industrial Engineering (FhIAO), to broaden the scope. Early identification of skill needs in Europe is seen as a high priority by the European social partners in actions for the lifelong development of competences and qualifications. The initiative aims to gather European experiences and best practices on identifying and monitoring emerging skills at national, sectoral and regional levels, and to explore the skill needs of target groups. It brings together researchers and policy-makers from European countries, including candidate countries, and seeks to establish regular cooperation and networking at European levels.

1.6.2. **Activities/results in 2002**

- The launch conference took place in Berlin in May 2002 with researchers, policy-makers and social partners from European and candidate countries taking part. The conference proceedings will be published as a Cedefop Reference series publication in early 2003. Themes include information on activities at national, sectoral and regional levels and investigating the skill needs of target groups. While European countries face similar challenges in linking education and training to the world of work, they have developed various approaches to identifying new skills emerging at different levels. Approaches range from 'traditional' forecasts to scenarios, surveys, observatories and monitoring systems.
- Cedefop, the BMBF and the FhIAO, are currently preparing for a major conference in May 2003 during the Greek Presidency. The conference aims to inform decision-makers about activities in Europe, to raise their awareness of the importance of such initiatives and to establish a European network on the 'early identification of skill needs', encompassing candidate and other countries.

1.7. History of VET in a European perspective (Section 2.10. of the Work programme 2002)

1.7.1. **Proposed outcomes in 2002**

(a) prepare and launch an international conference on the history of VET (spring);

(b) include a European dimension in the German project mentioned below and organise an exhibition at Cedefop and perhaps elsewhere.

1.7.2. **Activities/results in 2002**

(a) a major conference was held in Florence on 11 and 12 October 2002. It included a round-table discussion with former key players in European VET taking part. About 60 people participated in the conference, which was co-hosted by Cedefop, the University of Florence and the EC/EU Historical Archives of the European University Institute. The conference proceedings will be published in spring 2003. Paper abstracts and other material from the project are already available on the VET website *http://history.cedefop.eu.int*

(b) The German exhibition project, called 'Modellversuch VISUBA' *(Visualisierung der Geschichte der deutschen Berufsausbildung)*, did not materialise in 2002. As a result – but also due to the logistical problems in acquiring additional material to provide a European dimension – the exhibition part of the project has been postponed until 2003.

1.8. Mobility as a didactic tool (In Sections 1.1. and 2.1. of the Work programme 2002)

1.8.1. **Activities/results in 2002**

- launch of studies on the impact of age and generation on learning processes in transnational placements, the role of host companies, evaluation methodologies and mobility for disadvantaged groups;
- active participation in the European debate on mobility;
- preparation of a Cedefop Reference series publication on mobility (publication in 2003).

CHAPTER 2

Area B: reporting and facilitating a concerted approach

2.1. Introduction and general progress

For some years, Cedefop has undertaken an array of reporting activities including: providing descriptions of the VET systems in Member States (plus Norway and Iceland); reporting on specific VET issues on a transnational basis; and providing updates on VET policy issues. In future, Cedefop will merge and rationalise different reporting techniques and media in a knowledge management system (KMS), a project coordinated at Directorate level with significant involvement of Area B staff (see Section 2.2.). In 2002, significant work was undertaken in-house and with our partners (Commission, ETF, Eurydice, and ReferNet) to define and develop themes which will form the basis of KMS.

At the same time, Cedefop must continue debates on overarching policies, such as lifelong learning. Again, 2002 has been used to formulate a longer-term and comprehensive project coordinated at Directorate level with significant involvement of Area B staff (see Section 2.2.). This project includes a Eurobarometer, workshops and a conference which will culminate in a key Reference series publication in 2004.

The tasks and activities for 2002 foreseen in our work programme have been completed or adjusted to consider new developments. Many projects within Area B have received support and contributions from colleagues in Areas A and C and *vice*

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versa. In many cases, trainees have also provided invaluable support.

2.2. Reporting on developments in VET

The year 2002 was a year of transition to rationalising products and their more user-friendly and customised delivery, capitalising on developments in information technology. This led to preparatory work on introducing the KMS (knowledge management system) which will transform several projects approved as part of the work programme for 2002. Significant developmental work and preparation were undertaken, and most of the tasks foreseen fulfilled.

2.2.1. **Proposed outcomes in 2002**

(a) continue to contribute to the joint Eurydice/Cedefop web-based publication *Structures of education and initial training systems in the EU* and make it accessible through the ETV in January. Cooperation with Eurydice will generally be developed in line with the conclusions reached in 2001;

(b) update and harmonise the series of short descriptions of VET systems and make them available on the ETV. Hard-copy short descriptions will be published for Spain (January), Denmark (June) and Greece (December) to support their forthcoming EU Presidencies;

(c) continue to collect information on developments and new initiatives in VET and disseminate it in various ways, including a biannual EU level review of major developments, available on the ETV and in *Cedefop Info*;

(d) develop and maintain a series of descriptions of national systems, and make them available on the ETV, giving priority to countries assuming the EU Presidency, Spain (January), Denmark (June) and Greece (December). Based on the external analysis, Cedefop will launch a new approach before the start of the new network of reference and expertise (ReferNet) scheduled for 1 April 2002;

(e) set the parameters for collecting and structuring the necessary information focusing on two themes, for example funding, by October and defining the themes to be worked on in 2003;

(f) provide descriptive information on systems and policy developments for the lifelong learning project, if convenient by using and further developing the outcome of the joint Cedefop/ETF scenario project.

2.2.2. **Activities/results in 2002**

(a) Cedefop continued work with Eurydice and ETF on the content guide for Member States to contribute to the joint web-based publication *Structures of education and initial training systems in the EU*. The content guide for 2003 is at the final draft stage and will soon be submitted to ReferNet for their contributions.

(b) In 2002, work continued to complete the series of monographs and short descriptions. Monographs were published for Spain (DE and EN), Italy (EN), Denmark (EN). Short descriptions

were published for Spain (ES, DE, EN and FR), Denmark (DE, EN and FR). The Greek short description (EL) was published and other language versions were sent for publication (DE, EN and FR). Short descriptions for Iceland (EN) and the Netherlands (EN and NL) were being prepared for publication. Monographs for Luxembourg (EN) and Portugal (EN) are close to completion.

(c) The biannual reports for the meetings of the Directors-General for Vocational Training (DGVT) were completed and circulated and published on the ETV. Two issues of *Cedefop Info* were published. The third is being prepared for publication.

(d) Work on developing templates to collect information under the new knowledge management system (KMS) commenced in 2002. Templates were prepared for ReferNet for thematic overviews and theme 10 (financing). The first stage of substructuring all themes was also completed in preparation for 2003.

(e) The remaining country reports on training policies and actions to nurture lifelong learning were published for 2002 for the Netherlands and Italy. Several other reports were also published or reached publication stage. These include: *Internationalisation and changing skills needs in European small firms*; *Innovating in integrating low-qualified people into lifelong learning and the labour market*; *Funding continuing training in small and medium-sized enterprises*. The thrice-yearly *Cedefop Info* series continued in 2002 and was published both in hard copy and on the web.

2.3. Reporting on lifelong learning

2.3.1. **Proposed outcomes in 2002**

(a) bring together information on the following themes in lifelong learning:
- facilitating access to groups least likely to participate in lifelong learning, concentrating on support systems (information, guidance and counselling services) and specific measures to promote social inclusion and combat social exclusion;
- role of the social partners in VET and lifelong learning;
- innovative tools for and approaches to lifelong learning including its funding, adequate resourcing and investment (e.g. individual learning accounts);
- the learning-conducive workplace, examining different working environments, including the experience of young people on work placements abroad and the area of work-based learning and the learning organisation;
- ICT-related competences and e-learning;

(b) prepare a major conference on lifelong learning scheduled for June 2003 in cooperation with the OECD, including an accompanying key Reference series publication;

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(c) build on work already done, examining the prospects form making better use of existing data and developing appropriate indicators for lifelong learning;
(d) integrate lifelong learning issues into the new structure for describing VET developments to replace the descriptions of Member States' systems.

2.3.2. Activities/results in 2002

(a) The European Commission's communication on lifelong learning and e-learning action plans, and the report of the Council of Ministers on the concrete future objectives of Member State education and training systems have lent renewed impetus to the challenge of implementing lifelong learning in the knowledge society. The Council resolution on lifelong learning in July brought the follow-up to these two policy initiatives together. As part of an integrated reporting approach, Cedefop initiated a 'LLL flagship project' to support these initiatives. This includes developing a Eurobarometer survey on lifelong learning and laying the foundations for a high profile international conference in 2003. At the same time, work with the Commission, Eurydice and the ETF on constructing a database of good practice started (see Section 2.4.).
(b) Cedefop worked on a range of themes on lifelong learning. This included reporting on good examples of practice for integrating specific target groups into lifelong learning. Results will feed into the database of examples of lifelong learning practice and provide material for a new Cedefop website you@ETV following up the 6th European Youth Ministers meeting and an associated event in Thessaloniki in November 2002 where Cedefop provided information and support. Other thematic work included monitoring (for the first half of 2002) the work of the European learning account project and the OECD's work on cofinancing mechanisms. In addition, numerous conference presentations were made on competence-based approaches for training design in work-related training organisational development and on VET and employability in candidate countries. A review of practice on training leave arrangements across Member States (plus Norway and Iceland) was also added to the ETV library.
(c) Work started in 2002 for Cedefop to host a major conference on lifelong learning scheduled for June 2003, followed up with a Reference series publication. Preparation started on four workshops to provide input for the conference. Further, a Eurobarometer questionnaire on lifelong learning was developed by Cedefop and should be implemented in early 2003. Collectively these projects form the lifelong learning flagship project.

2.4. Policy support for new Community initiatives

Cedefop provided support at EU level in various ways. During 2002, this included analysing the national action plans for employment for each Member State and organising a social partners conference. Cedefop provided briefings and background material for both ACVT and DGVT meetings (see Section 2.2.). In addition, several interrelated Community initiatives were taken to increase European cooperation in VET, notably through the Bruges process.

2.4.1. **Proposed outcomes in 2002**

(a) support the European Commission by:
- contributing to new Community initiatives resulting from the European Commission's communication on lifelong learning and follow-up to the report on concrete objectives of education and training systems;
- preparing papers at the request of the Commission for meetings of the Council, Directors-General for Vocational Training, Advisory Committee for Vocational Training and other bodies of policy-makers;
- disseminating the outcomes of European initiatives and programmes, in particular Leonardo da Vinci;
- contributing to developing a database of good examples of practice, also in cooperation with ETF and Eurydice.

(b) support the social partners by, at their request:
- providing technical assistance for the social dialogue at inter-professional, sector and European levels for discussions on VET and lifelong learning;
- undertaking sector surveys in the social dialogue on VET;
- bringing together information on partnerships and shared responsibilities in education and training at national and European (sector) levels, including funding;

(c) support Member States, by:
- assisting VET initiatives and events in EU Presidency countries.

2.4.2. **Activities/results in 2002**

(a) Initial discussions took place with the Commission, ETF and Eurydice to develop a common database of good examples of lifelong learning practice and policy. Cedefop and ETF submitted a draft proposal to the Commission on designing, managing and implementing such a database. A process of mapping European and national lifelong learning databases started in 2002. Collection and analysis of good practice and research results from numerous sources is ongoing.

Cedefop participated in and advised the Commission's meetings on valorising the results of the Leonardo da Vinci programme, especially mobility projects. Cedefop included EU projects in its lifelong learning

database and its publications. Cedefop also provided scientific and technical support to the Commission for the newly established expert group on lifelong guidance, which will feed into the working groups for the 'Objectives' process. A study commenced on an overview of counselling and guidance services in Europe in cooperation with the OECD, ETF and Commission. Cedefop started to prepare a synthesis report of the situation in six of the seven Member States which did not participate in the OECD study. This will be published in 2003.

(b) A major conference on the role of social partners in developing competences and qualifications in Europe (organised by Cedefop with DG EAC, the EESC and the European Foundation for the Improvement of Living and Working Conditions) was held in Brussels (September). The conclusions of the conference made clear that numerous initiatives are being taken at all levels. Further mapping, especially at European sectoral level, would help to define better Cedefop's future activities to support the social dialogue on VET issues.

(c) Other activities included, at the request of DG EAC, a preliminary evaluation of the national action plans for employment and preparation of a paper summarising VET developments for the DGVT. Member States were also supported, e.g. contributions to the expert hearing of the German Federal Government Commission on the funding of lifelong learning. Contacts were also made with Presidency countries to assist them in their activities related to training.

2.5. TTnet – Training of trainers network

TTnet is a network of approximately 500 members, bringing key players and decision-makers in VET together to foster teachers' and trainers' skills as a key factor in the quality of vocational training systems. The network analyses and disseminates innovative experiences and contributes to constructing a common framework of reference for the competences and qualifications of teachers and trainers. In 2002, priority was given to implementing the Commission's e-learning action plan (strand teachers and trainers) and the detailed work programme on the objectives of education and training systems (Objective 1.1.). During 2002, a new work organisation was implemented in the network as agreed at the December 2001 conference. Other activities are outlined in more detail below.

2.5.1. **Proposed outcomes in 2002**

(a) throughout the year, expand to associate Germany and Sweden and other partners (e.g. sectors);

(b) support implementing teachers and trainers elements of the European Commission's communication on lifelong learning

and e-learning action plan. Cooperation will focus on monitoring innovative practices in introducing 'technologies for learning' to promote transnational transfer, fostering competences and qualifications of teachers and trainers, and developing and extending the guide of online resources;

(c) examine the improvement of teachers' and trainers' competences in cooperation with Eurydice considering the European Council's report on the concrete objectives of education and training systems;

(d) follow-up studies carried out by TTnet on accrediting acquired experience and certifying the competences of teachers and trainers (publication scheduled for July).

2.5.2. **Activities/results in 2002**

(a) Closer contact was finally established with Germany. TTnet activities were also used to motivate countries such as Austria, Italy and Greece to participate more actively. In addition, contacts were made with Presidency countries. A joint ETF-Cedefop conference was held in Aalborg in September during the Danish Presidency to explore ways to associate accession countries in TTnet activities as from 2003.

(b) Three thematic projects were initiated in 2002 on: teachers and trainers: e-learning innovative practices, activities and competences; the professionalisation of VET teachers for the future; and the validation of non-formal learning for trainers. The projects' interim results were presented at the TTnet annual conference in Thessaloniki in December 2002.

(c) TTnet was closely involved with the expert group established by the Commission in the framework of the 'Objectives' process. Both technical and scientific support will be given to this group in 2003.

(d) The publication *Validation of competences and professionalisation of teachers and trainers* is available in EN and FR (TTnet dossier No 5, ISBN 92-896-0121-3). The results of the study *Trainers' qualification standards: a comparative approach* were also published on CD-Rom and on the ETV in IT (EN and FR versions will also be available). The study *Training of trainers in Leonardo projects (1995-99)* was also published in EN and FR on the TTnet site on the ETV.

2.6. ICT learning platform

2.6.1. **Proposed outcomes in 2002**

(a) develop tools and methods for anticipating and evaluating ICT basic skills and specific ICT skills in learning and working processes, by October;

(b) develop a database for occupational and skill profiles in the ICT sector and other industrial and service sectors, by June;

(c) participate in the 'ICT skills monitoring group' led by the European Commission – DG

Enterprise, report by April;

(d) develop quality criteria for web teaching and learning as a joint Cedefop/BIBB initiative, launch in February ongoing for about two years – interim reports;

(e) contribute to developing a European e-learning observation system, start in January – ongoing for about two years – interim reports;

(f) copublish with Career Space (ICEL) consortium two Panorama series publications Curriculum development guidelines: New ICT curricula for the 21st century and Generic skills profiles: future skills for tomorrow's world, both by January.

2.6.2. **Activities/results in 2002**

Cedefop, with partners in the business world, continued the work of the Career Space consortium analysing future job profiles and skill needs of different industrial and service sectors. This supported implementing the European Commission's e-learning action plan, and forms part of a coordinated approach to employment, labour market and education and training policies.

A work plan was developed in cooperation with Career Space. This included launching studies on: ICT and e-business skills at subdegree and vocational levels; and IT practitioner skills in some user industries (automotive, banking and graphics/media). Two brochures on curriculum guidelines and profiles related to tertiary education were produced in ES, DE, EN and FR.

On contributing to developing a European e-learning observation system, the following results were achieved:

- a mapping of needs for data on e-learning was carried out by interviewing relevant international organisations;
- a long list of indicators was developed together with a methodology for the setting up of user-specific shortlists;
- the first Delos seminar was held in June in Brussels.

2.7. Key data

2.7.1. **Proposed outcomes in 2002**

Cedefop will, in cooperation with the European Commission:

(a) prepare lifelong learning statistics, combining existing data and indicators at European levels and consider how indicators, benchmarks and statistical data can complement the reporting system on lifelong learning. This work will provide input for the third research report;

(b) publish, in liaison with Eurostat, by September, a classification of learning activities to contribute to the classification of lifelong learning and to improve comparable EU data on lifelong learning, e-learning and VET.

2.7.2. **Activities/results in 2002**

(a) The Eurobarometer questionnaire on lifelong learning was drafted in cooperation with several VET experts and in consultation with Cedefop partners. Contacts were established with DG Press/INRA to

finalise the questionnaire and plan the survey in early 2003. Discussions were initiated with Norway and Iceland on their integration in the undertaking, on a separate basis (the Eurobarometer framework agreement covers only the 15 EU Member States).

(b) The report on developing a harmonised list of learning activities was finalised in English and made available on CIRCA to members of the education/training statistical working group. The work carried out under Cedefop's responsibility will be continued by Eurostat.

2.8. Report on vocational training policy

2.8.1. **Proposed outcomes in 2002**

(a) present a preliminary draft of the report to the March 2002 Management Board meeting. The theme of the report will be learning and employment and it will be prepared in consultation with the European Commission, a small working group of members of the Management Board and Cedefop colleagues;

(b) prepare a revised version in the second half of 2002. Consideration will be given to encouraging the Greek Presidency (January-June 2003) to discuss the report at the informal meeting of the Ministers for Education and Social Affairs to be held at Cedefop.

2.8.2. **Activities/results in 2002**

Steady progress was made throughout the year towards completing the report. The working group met regularly to discuss each draft of the report and guide its content and analysis. A close to final version of the report, and a paper outlining emerging conclusions, was presented to the Management Board meeting in November. The report will be finalised in January 2003. It will be published and launched in April 2003 and will be available in EN, FR, DE. The executive summary will be translated into all official EU languages.

2.9. European forum on transparency of qualifications

The transparency forum was established in 1999; in 2001, the Management Board decided to prolong its mandate until 2003. However, because of political impetus to increase cooperation in European VET, the forum was dissolved in late 2002. The forum tasks are gradually being taken over by new working groups set up to achieve the aims set up in the resolution of the Council of the European Union on 12 November 2002 and in the declaration of the European Ministers For Vocational Education and Training in Copenhagen on 29 and 30 November 2002.

2.9.1. **Proposed outcomes in 2002**

In cooperation with the European Commission, Cedefop will:

(a) launch two meetings of the forum in 2002 (March and most probably in November);

(b) support implementing the forum's action plan of February 2000;

(c) support developments and activities provided under 'valuing learning' of the communication on Making a European area of lifelong learning a reality;

(d) map existing approaches and instruments on assessment and recognition of non-formal learning;

(e) set up a website hosted by Cedefop on transparency of vocational qualifications, by February;

(f) take initiatives to make needs and progress made at sector level on European standards visible;

2.9.2. **Activities/results in 2002**

(a) As the forum was dissolved in late 2002, only one meeting was held in Brussels on 21 and 22 January 2002. In addition, technical working group meetings were held in Brussels in February, July and September. The project manager participated in the meetings of the DGVT's steering group on increasing cooperation in European VET (February and September) as well as in the newly established working group (March and September). Active participation also in the policy conference on 'Increasing cooperation in European VET' in June in Brussels.

(b) As an instrument to increase the transparency of vocational qualifications, a common format for certificate supplements became available in all official EU languages on the Cedefop website. Implementation is under way, to varying degrees, in all Member States except Belgium. The format for the European curriculum vitae was made available in all official EU languages plus Norwegian and Icelandic on the Cedefop website. By the end of November 2002, about 200 000 formats had been downloaded. National reference points (NRPs) were set up or were in the process of being set up in all Member States (except Belgium) plus in three candidate countries. A European network of NRPs was initiated in April with a follow-up meeting in December. Work continued in the new working group 'A single framework for transparency of VET'.

(c) On valuing learning, technical work on the inventory of examples at different levels (enterprise, sectoral, national) progressed well and will be available in 2003.

(d) A report based on an initial mapping was made at a conference in Oslo in May. Work to establish an inventory of methodologies and practices continued in the working group on non-formal learning set up under the 'Objectives process'.

(e) The website became operational in March, 2002 and includes information on transparency, the certificate supplement format with guidelines in 13 languages, the European CV format with guidelines in 13 languages, and links to related sites.

(f) An initial 'brain-storming' meeting was held in Brussels in January 2002. The Director presented a note on the matter at the DGVT meeting in Santiago di Compostella in April 2002. Several other papers were presented at the conference 'The social partners and the development of competences and qualifications in Europe', was held in Brussels on 23 and 24 September.

2.10. European quality forum

The European quality forum was established in 2001 under the action plan on quality in VET adopted by the ACVT. However, as a result of the political impetus given by the Bruges process to strengthening efforts in quality in VET, the forum was dissolved in late 2002. Instead, a voluntary and lightweight technical working group dedicated to quality issues was established and will start work at the beginning of 2003.

2.10.1. **Proposed outcomes in 2002**

(a) manage the work of the technical group, coordinate its meetings and draw up reports of discussions;

(b) support the Commission in organising two forum meetings (May and September);

(c) contribute to a draft report on forum achievements and proposals for discussion at the second forum meeting in 2002, to be held during the Danish Presidency in September 2002 on quality improvement in VET at European level;

(d) draw up a proposal for a strategic policy paper on governing quality in VET and exploiting and targeting projects on quality in the Leonardo da Vinci programme;

(e) prepare a glossary of quality terms (following agreement from the Commission and the forum);

(f) host and manage a website on quality in VET (March 2002);

(g) update Cedefop's report Quality in initial and continuing training: aspects and challenges in certain countries.

2.10.2. **Activities/results in 2002**

(a) Cedefop organised and chaired five meetings of the technical group.

(b) Technical, content and translation support was provided for the third meeting of the forum (May) in Brussels. No fourth meeting was envisaged by the Commission due to the changes outlined above.

(c) Three interim reports were prepared (DE, EN, FR) as background documents for the conference 'European approaches to quality development in VET' organised by the Danish Presidency in Helsingor (September).

(d) The reports dealt with:
  (i) quality management approaches,
  (ii) self-evaluation practices for VET providers,
  (iii) examination and certification practices,
  (iv) indicators for a European quality strategy in VET,
  (v) quality developments in European VET systems. They were developed continuously and will be soon be available in their final versions.

(e) A draft *glossary of terminology* (DE, EN, FR) on quality in VET was completed by the end of 2002.

(f) A website on quality in VET was developed in the ETV.

2.11. History of VET

(see Area A, Section 1.7.)

CHAPTER 3

Area C: exchange and supporting partners

3.1. Introduction and general review

This area works to encourage discussion, exchange and mutual learning through managing the Leonardo da Vinci study visits programme on behalf of the European Commission.

It also bears special responsibility for coordinating the smooth integration of candidate countries into Cedefop activities.

In addition, Area C serves Cedefop's stakeholders by supporting the European Commission through an annually reviewed memorandum and the social partners in a range of ways.

The activities covered by Area C were reorganised in 2002. From 1 September, social dialogue and mobility in LdV (supporting stakeholders) were included and progress is given below.

To reflect these changes, the annual report for Area C is grouped under three main activities as follows:

(a) Support for the Commission
   - Study visits programme
   - Mobility in LdV (see Area A Section 1.8.)

(b) Support for the social partners

(c) Familiarising candidate countries with Cedefop activities

3.2. Support for the Commission

COMMUNITY STUDY VISITS PROGRAMME

3.2.1. **Proposed activities in 2002**

In cooperation with participating countries, respecting the principle of subsidiarity, Cedefop will:

(a) run the programme and contribute to organising study visits for more than 730 participants;

(b) provide general information on the programme. The dedicated website on the ETV for study visits' networks is scheduled to begin in spring 2002;

(c) support participating countries with content;

(d) in the priorities proposed by the European Commission and considering Cedefop's medium-term priorities, the 'Master plan' 2001-03 adopted at Stockholm on 28 and 29 June 2001, will address a series of key themes (see Annex 7);

(e) implement the recommendations of the external evaluation;

(f) pay careful attention to the role of the social partners in implementing the programme during the process of enlargement;

(g) the working group on 'dissemination' of the Results of study visits set up in autumn 2001 will work with the group on improving the 'end of visit reports', to improve overall quality;

(h) organise the next meeting of national liaison officers (NLOs) in Berlin from 17 to 19 June 2002.

3.2.2. **Activities/results in 2002**

(a) Visits: 64 study visits in 22 countries with 722 participants (595 participants from EU Member States, 92 from candidate countries (CCs), 35 from other associated countries (Liechtenstein, Iceland, Norway) (see Annex 7). Two of these study visits were organised in Stockholm (S) and Lisbon (P) specifically for the social partners and another in Warsaw (PL) on vocational counselling in cooperation with ETF.

(b) The dedicated website in the ETV is now operational. In September and November a survey was launched via the website to improve the documentation dossier sent to participants by Cedefop prior to visits.

(c) Two seminars were organised in 2002 in Hungary and Belgium with 31 participants (23 from EU, 6 from CCs and 2 from other associated countries). The synthesis seminar in Hungary dealt with the following theme: 'SMEs faced with the growing use of ICTs: how vocational training can play its role'. A main objective of the seminar was to help NLOs/ATs organise efficiently further study visits on that theme. Another synthesis seminar took place in Brussels on 28 and 29 November on: 'Integrating vocational practices and language learning in the context of the Bruges process'. The results of the group discussions, including recommendations for further development, will be integrated in

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a joint paper. This paper will feed into the consultation process of the Commission (by the end of January 2003) and to the lifelong learning platform in-house.

(d) Themes 2002, see Annex 7.

(e) The four working groups continued to associate NLOs with management of the programme. The working group on 'dissemination' reviewed existing dissemination practices. Cedefop has printed a flyer with key data since 1985 and specifically from 1995 to 2001 (Leonardo da Vinci period).
A new web-enabled programme management tool for study visits (*outil de liaison informatique des visites d'étude*, OLIVE) was presented to NLOs during the annual meeting and is now used for more efficient management of the programme.

(f) A small group of representatives from the Employers and Trade Unions, mostly members of the Management Board, looked at how to increase social partners' participation in study visits. The group proposed an action plan for solutions, which was discussed during the annual meeting (see also Section 3.3.).

(g) The working group on improving the different assessment tools revised the templates for the End-of-visit report (EVR/group report), the individual questionnaire for each participant (to be sent three months after the visit to analyse the concrete added value) and a specific NLO-TA assessment tool for the host country. The EVR and NLO-TA assessment tools were approved during the annual meeting and are now used systematically for each study visit. The individual questionnaire is currently being piloted.

(h) The annual meeting took place in Berlin from 17 to 19 June.

MOBILITY IN LEONARDO DA VINCI
(SEE AREA A)

3.3. Support for the social partners (previously Area B, Section 2.4.)

From 1 September 2002, social dialogue was included in Area C. The broad field of social dialogue will, however, continue to be reflected in all areas of Cedefop.

3.3.1. Activities/results in 2002

- A conference took place in Brussels on 23 and 24 September 2002 on 'Social partners and the development of competences and qualifications in Europe'. Cooperating in organising and preparing this major conference were the European Economic and Social Committee (EESC), the European Foundation for the Improvement of Living and Working Conditions (Eurofound), the European Monitoring Centre for Change (EMCC) and the European Commission's Directorate-General for Education and Culture (DG EAC).

  Cedefop and Eurofound have agreed to strengthen cooperation

given the need for European answers and common frameworks identified at the conference.

- A database from EU and candidate countries is under construction. ETUC has supported Cedefop in this work, and a network from the transport, textile and international trade unions has already been established.
- Cedefop continues to work to support increased social partner involvement in the study visits programme.
- A specific chapter on the social partners was drafted for inclusion in the policy report, with the assistance of the European Trade Union Institute (ETUI) and researchers from UNICE/CEEP and the ETUC.
- A survey on social partners' involvement in VET was carried out. The results of the survey will be presented in the policy report.
- A thematic workshop on 'Workplace learning: reaching those with low skills and older workers' is planned for 2003. The workshop is expected to result in a report, highlighting key issues and main conclusions, which will feed into the lifelong learning conference in June under the Greek Presidency (see Area B).
- Cedefop participated at a conference on 'Goal competences: innovative European practices', organised by MEDEF (Mouvement des Entreprises de France) in cooperation with the European Commission, in the perspective of a European observatory of competences.
- Two study visits were organised in Stockholm (S) in October and Lisbon (P) in November specifically for the social partners, on the effects of the social dialogue on vocational training focusing on the transport sector. A study visit specifically designed for the social partners is also being prepared to take place in the UK in June 2003. The theme of the visit will be work-based learning with particular focus on the UK learning representative scheme.

3.4. Familiarising candidate countries

Area C presented the interim and final reports on the activities mentioned below to DG Enlargement in June and September 2002.

A detailed description of the 'familiarisation of the Phare candidate countries in Cedefop activities in 2002-03' was presented to DG Enlargement in June 2002. This proposal was then submitted to the Phare Committee who agreed to grant EUR 900 000 to Cedefop for implementing activities. Area C coordinates this project with different activities taking place across all areas of Cedefop. Overall responsibility for the familiarisation process lies with the Deputy Director of Cedefop.

3.4.1. **Proposed outcomes in 2002**

The framework for familiarisation activities foreseen in 2002 is as follows:

(a) receiving regular information;
(b) information and dissemination activities, especially via the *European journal vocational training* and the European training village (ETV);
(c) delivering reference material as asked for by the Leonardo da Vinci programme (monographs and statistics);
(d) participation in electronic information networks;
(e) participation in the study visits programme;
(f) support for research cooperation (disseminating the second research report and preparing the third report);
(g) training of trainers network;
(h) contribute to the reporting framework for lifelong learning;
(i) financing of VET (guiding tools and funding arrangements);
(j) transparency of qualifications and identification, assessment and recognition of non-formal learning.

3.4.2. **Activities/results in 2002**

(a) Systematic dispatch of the five main Cedefop publications to candidate countries' ETV mailing list members, free of charge. (*European journal vocational training*; *Cedefop Info*, *Work programme 2002*, *Publications catalogue*, *Annual report*). Dissemination of over 5 000 examples of different publications at conferences.
(b) On the European journal, one Slovene is on the Editorial Board and an article related to the Czech Republic was included.
(c) Some 450 books and 23 reviews are available in the Cedefop library on candidate countries. The Cedefop documentation database contains 312 indexed references and 54 are included in the database of Internet resources on candidate countries.
(d) Electronic information network/European training village (ETV) and e-learning database: a mailing list in the ETV was updated for disseminating information in future. By December 2002, 1 824 users from candidate countries had registered in the ETV. The existing e-learning tool was been reviewed to include candidate countries. The e-learning database is continuously updated with topics and features links to national reports on e-learning in candidate countries.
(e) In 63 study visits, 92 participants from candidate countries took part. Five visits were organised in candidate countries (Bulgaria, Cyprus, Estonia, Malta, Poland). A seminar was organised in Hungary on 'SMEs faced with the growing use of ICTs - How vocational training can play its role' (March).
(f) The second research report included a chapter 'Crossroad of transition in central and eastern Europe' and representatives from candidate countries participated in the third research report meeting in Cedefop in December.

(g) Ongoing cooperation of TTNET with ETF in a pilot project on VET in Latvia and Lithuania. A Cedefop/ETF conference entitled 'Training of teachers and trainers in candidate countries' took place in Aalborg on 21 and 22 November.

(h) Cedefop participated in a seminar organised by ETF in February on 'Challenges and priorities of VET reform in the context of LLL'.

(i) Candidate countries' representatives participated in meetings of the forum on transparency of qualifications. Cedefop participated in a conference on 'Recognition and validation of skills and professional experience in the candidate countries (Hungary, Slovenia) compared with the French experience' in January.

(j) The Deputy Director, in his capacity as overall coordinator and supervisor of Cedefop's activities relating to familiarising candidate countries:
- visited Sofia (March), at the invitation of the Bulgarian Minister for Education, to support the national authorities in preparing and organising a first major conference on lifelong learning. He provided them with advice and particularly with expertise drawing on developments in EU countries;
- as a permanent member of ETF's Advisory Forum, he attended and contributed to its annual meeting in Sofia (early October);
- he represented Cedefop in and contributed to a major top-level conference organised in Vilnius (Lithuania) on e-business, e-commerce, e-education and research in general and 'teleworking for education' in particular.

3.4.3. **Other activities:**
Nine participants from candidate countries took part in the Agora conferences in September and December.

CHAPTER 4

Area D: information, communication and dissemination

4.1. Introduction and general progress

During 2002 considerable effort was made to improve information, communication and dissemination services and to raise Cedefop's profile and the use of its products and services. In March, the Management Board endorsed a strategy for raising Cedefop's visibility as part of the action plan to follow up on the external evaluation (see Annex 6). The strategy introduced several initiatives and established a set of 'visibility' indicators against which to monitor progress. A list of figures for 2002 is in Annex 1.

Developing the KMS led to a reorganisation in Area D, in particular of Cedefop's electronic media services. The Cedefop website was brought under the publication and dissemination service. In 2003, the website will be redesigned in line with Cedefop's corporate image. A web development unit was created to support Cedefop's four electronic services; the European training village (ETV), the Cedefop website, the intranet and extranets, and the library services and databases. The implications of KMS for the collection, processing and dissemination of information are being carefully examined to develop an efficient procedure for handling the different stages of the workflow.

April saw the launch of Cedefop's network of reference and expertise, ReferNet. The network will develop into Cedefop's principal information source, providing bibliographical data, information on conferences, updates

on developments, short descriptions of VET systems in Member States, analyses of key themes and information on research activities. The network comprises a consortium of organisations with an interest in VET in each Member State. The consortium is headed by a national leader with whom Cedefop contracts to provide the information it needs. The network was not complete until October as some organisations needed to secure national funding before they could become consortium leaders. The network was slow to start in some countries and the quality and timing of submissions by some needs to be substantially improved.

The following text outlines progress and outcomes for each of the activities under part four of the *Work programme 2002*, information, communication and dissemination.

4.2. Dissemination

4.2.1. **Proposed outcomes in 2002**

To disseminate and promote its publications and services, Cedefop will:

(a) draw up, in January, a programme of conferences, fairs and exhibitions in which it will be present;

(b) for each reference publication:
- prepare a publicity leaflet to distribute at conferences;
- create web pages on the ETV including extracts for downloading;
- announce the publication in the *European Journal vocational training* and *Cedefop Info* through a message on the home page of the ETV and in the monthly ETV newsletter and by mailing registered ETV users;

(c) identify four initiatives (publications or services) selected in consultation with the Management Board for special promotion, which in addition to the promotion activities listed above for reference publications will be, wherever possible:
- supported by a high profile presence at a conference with a speaking slot for the Cedefop project manager responsible for the publication or service being promoted;
- preceded by a press release (across the EU in various languages) announcing the publication or service being promoted. As a follow up to the press release, efforts will be made to set up contacts with the press for the project manager responsible for the publication or service being promoted;
- supported by efforts to place articles on new Cedefop publications or services in newspapers and journals;

(d) raise the profile of the ETV through a series of actions informing people of the name change from the electronic to the European training village;

(e) raise the profile of Cedefop as a cited source by including its publications on Europe's major citation databases and show other publications using Cedefop material as part of their research;

(f) secure more extensive press

coverage of Cedefop activities by establishing closer contact with journalists on the Cedefop press database;

(g) improve press and public relations by:
- communicating with audiences and creating a corporate identity for Cedefop to preserve goodwill and common understanding with the public. Cultivating and promoting relations with the media, including during events;
- developing an electronic press and media website (trainingnews-online);
- editing press releases, organising press campaigns and monitoring press coverage;
- establishing a network of EU journalists specialised in VET matters;
- organising and steering visits to Cedefop;
- organising exhibitions (Cedefop gallery) and cultural events in Thessaloniki;

(h) monitor dissemination activities through a series of indicators including sales of Cedefop publications, press coverage, numbers of ETV registrations, website hits and downloads, and citations of Cedefop works.

4.2.2. **Activities/results in 2002**

(a) A Cedefop conference website was created (http://www.cedefop.eu.int/events.asp). All conferences, seminars and other events organised or hosted by Cedefop can be easily located.

(b) Promotion of reference publications: specific initiatives were undertaken to promote two Cedefop publications *E-learning and training in Europe* and *Users' views on e-learning* which were published simultaneously in German, English and French. Both publications were launched at two events, E-learn Expo in Paris and Learntec in Karlsruhe, in February. Cedefop speakers and exhibition stands were at both events. The launches were accompanied by a press release in the 11 official EU languages. The publications were again promoted at Online learning 2002 Europe, in London, in March. E-mails announcing the publications were sent out to ETV registrants and a special web page linking the publications with the events they were being launched at was created.

(c) Press/public relations: Cedefop has hosted several visitors including delegations from Hungary and Japan, as well as local Greek visitors. Relations with the press intensified and produced increased press coverage especially in Greek press, radio and television. More than 275 articles on Cedefop activities were published in Greek newspapers and journals from February to December. About 20 were published by the European press. Greek TV stations visited and reported on Cedefop's activities almost 30 times.

A pan-European press release in 11 EU languages was distributed following the Cedefop Director's presentation to the Social Affairs Committee of the European

Parliament. The press release drew attention to the high number of unskilled people on the EU labour force.
Three art exhibitions were organised at the Cedefop Gallery bringing between 150 and 200 visitors to each. Art and photo exhibitions enhance Cedefop's role as an integral part of Thessaloniki's social and cultural life. In cooperation with the *Deutsche Schule* Thessaloniki, Cedefop staged a chamber music concert by the 2002 winners of the German Federal Music Contest (*Jugend musiziert*) on 14 November. Possibilities were examined with the Dimitria Festival to stage cultural performances supported by EU programmes and performances are scheduled for next year.

The production of a promotional video clip was completed. The film exists in German, Greek, English and French language versions and was used for several presentations inside and outside of Cedefop. Preparations have begun to produce a 'web disk' of the video.

(d) Monitoring results: press conferences linked to special events and activities were organised and helped cultivate and promote relations with the media. Results are monitored and documented in monthly compilations of press cuttings.

4.3. Electronic media

4.3.1. **Proposed outcomes in 2002**

(a) increase the number of registered users by at least 10%;
(b) market Cedefop reference publications by creating specific web pages, including extracts for downloading;
(c) create a web presence for the transparency forum;
(d) create a web presence for the quality forum;
(e) extend the TTnet website to include a complex database on innovative practices for teachers and trainers about e-learning;
(f) provide specific information for candidate countries;
(g) in cooperation with national bodies, create an area about the Leonardo da Vinci Programme;
(h) install a series of extranets to support project work and networking;
(i) provide electronic publications on the results of Cedefop project work;
(j) develop interfaces with DG Education and Culture's integrated information system and disseminate information on the Leonardo da Vinci programme;
(k) deliver tailormade information and services to target groups;
(l) organise co-managed areas of electronic activity with European partners and social partners; in particular a database of good practice in lifelong learning;
(m) develop the training online news service with decentralised input from selected sources throughout Europe;

(n) publish a monthly VET electronic newsletter; and a quarterly e-learning electronic newsletter;
(o) promote awareness and use of metadata;
(p) further develop its e-learning products database within an extended e-learning site;
(q) conduct electronic surveys and promote debate on the European Commission's lifelong learning action plan;
(r) publish two reference publications;
(s) test electronic marketing tools, including online ordering.

4.3.2. **Activities/results in 2002**

(a) the number of registered ETV users rose to over 28 000, an increase of 13 000 compared to the end of 2001. The overall number of hits on the ETV almost doubled from just under 6 million in 2001, to just over 10.5 million (average number of hits per day is now over 39 000);
(b) web pages on the ETV were set up for the transparency and quality forums. Online access was also provided to the European curriculum vitae and certificate supplement. The TTNet site on the ETV was extended to include a database of innovative practices. Work also began on how to develop the lifelong learning database, the social partners house, the site for researchers under the Cedefop research area and on providing information resources for candidate countries. However, it was not possible to establish the database for the results of the Leonardo da Vinci programmes as further work needs to be done to structure the information available;
(c) extranets were established to facilitate the work of the ReferNet network, the editorial committee of the *European journal vocational training* and the Cedefop Management Board;
(d) the ETV was extensively used to promote Cedefop's publications, events and initiatives through announcements on the home page and in mailings to registered users;
(e) the e-learning site was extended along with the database of products. The results of several the e-learning surveys conducted by Cedefop were published in two volumes and widely promoted;
(f) to improve access to Cedefop publications an experimental online purchasing facility was set up and tested for these two publications. Both were made available through the online purchasing site of a leading Greek book distributor, with a direct link provided through the ETV. The experiment will be evaluated and considered for developing Cedefop's own e-commerce site;
(g) the ETV newsletter was published every month providing updates on events, information on interesting websites and links with other organisations. Subscriptions to the newsletter rose to 1 783 by November from 1 427 at the end of 2001;
(h) the ETV provided news updates on its home page, which were updated regularly with new items. Work also began to develop a

method of decentralised input of news items and information about conferences and events direct from ReferNet. This will enable Cedefop's news services and conference database to be consolidated.

4.4. Cedefop conference programme

4.4.1. **Proposed outcomes in 2002**

(a) 'First international conference on the history of VET in Europe from a comparative perspective' Florence, Italy, 27 and 28 September. Organised by the University of Florence, the European University Institute and Cedefop;

(b) 'The social dialogue and European qualifications', Copenhagen, 23 and 24 September. A conference during the Danish Presidency, organised with the European and Danish social partners, the European Commission, the Monitoring Centre on Change and Cedefop.

4.4.2. **Activities/results in 2002**

A framework contract with a Thessaloniki-based professional conference organiser was signed, enabling Cedefop to outsource some of the work of hosting or organising conferences. The service was used the first time for the Agora conference in September. This support has reduced the logistic and organisational problems of organising international conferences and has guaranteed a reasonable number of paying delegates at the events. The progress for each event is reported under the individual project headings. The total numbers of external participants at our meetings was more than 5 000. Cedefop's conference facilities were also used on 10 occasions by external organisations with 700 participants.

4.5. Library, documentation service and archives

4.5.1. **Proposed outcomes in 2002**

(a) launch a new network of reference and expertise in April to provide structured information and a full range of data available to Cedefop in its work and for developing its databases on the ETV;

(b) respond to requests for information on VET issues from specific clients;

(c) provide electronic access to:
- lists/abstracts of documentation and literature;
- information sources (publications, periodicals, reports, thematic dossiers) on VET;
- information on vocational training institutions;
- information on conferences;
- a selection of electronic periodicals;
- glossaries and advice on terminology and acronyms.

4.5.2. **Activities/results in 2002**

(a) Contracts were finally signed with 17 national consortium leaders to establish the focal points of ReferNet. The network was formally launched in April and various types of information were commissioned from its members. Some new members needed time to establish operating procedures and in some cases recruit for new posts. A system for managing the information from the network in dealing with the various processes involved from the commissioning of the work through to its eventual dissemination and links with KMS is being developed. A study is being undertaken into the most appropriate electronic tools to use to ensure the information is collected and rendered easily accessible to external and internal users.

(b) The library maintained and updated its databases displayed through the ETV. The VET-Bib bibliographical database contains 3 758 new references. The total number of references increased from 39 000 in 2001 to 42 758.

(c) The library dealt with 1 984 queries, over 170 per month. This is a slight increase on the 1 971 queries in 2001.

4.6. Publications

4.6.1. **Proposed outcomes in 2002**

In 2002, the publications service will introduce in January a new process for the production of non-periodicals and provide technical services for:

(a) three issues of the *European journal of vocational training*;

(b) three issues of *Cedefop Info*;

(c) hard-copy publications in its Reference, Panorama and Dossiers series on the results of Cedefop projects and Cedefop publicity material.

4.6.2. **Activities/results in 2002**

(A new system for processing texts for publication in non-periodical series was introduced in January.)

(a) Technical support has been provided for the publication of the *European journal vocational training*. Issues 24/2001 and 25/2002 were published. Owing to delays in the production process, issues 26/2002 and 27/2002 are expected in January and March 2003 respectively.

(b) Support was also provided for *Cedefop Info*, two issues of which appeared.

(c) Cedefop published 31 new titles; eight for sale in its reference series. Taking the different language versions of the new titles in 2002 and titles published in 2001, Cedefop produced 91 publications (see Annex 1). This figure does not include reprints, publicity material prepared for each reference publication, or posters and other material for exhibitions. Agreement was reached with Inofor to publish several Cedefop publications in Portuguese.

4.7. Translation, terminology and editing

4.7.1. **Proposed outcomes in 2002**

(a) the Translation Service will support Cedefop colleagues in preparing texts in different European languages;

(b) terminology support for the thesaurus, new glossary and thematic glossaries on demand will be provided as well as linguistic support, mainly for the European forum on transparency;

(c) the English editorial service will support Cedefop colleagues in preparing texts for publication in English.

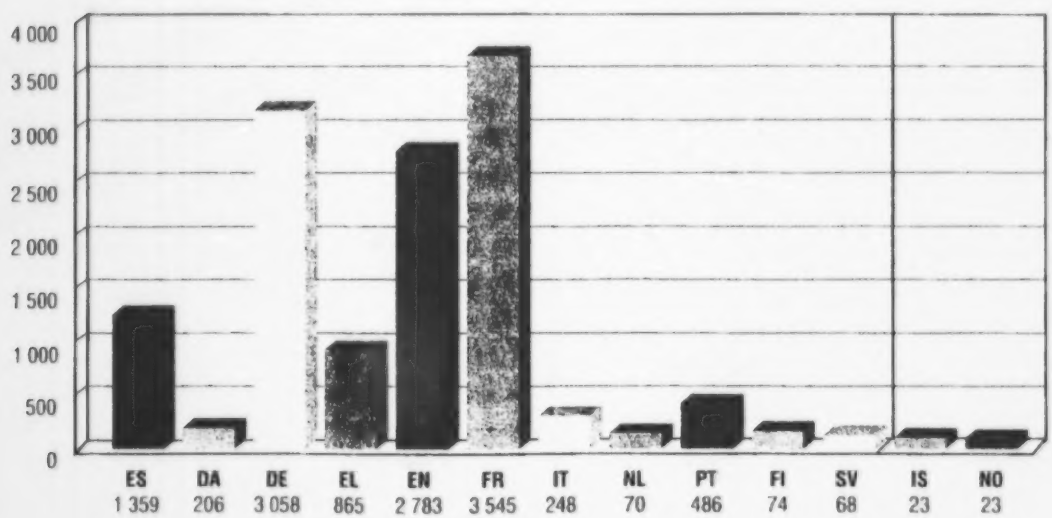
4.7.2. **Activities/results in 2002**

(a) Translation: this service carries out the translation work required for the day-to-day running of the Cedefop and its projects as determined in the annual work programme. Besides translating, revising and editing documents, translators ensure consistency in terminology in documents translated by the freelance network and advise internally on language issues. A significant amount of editing work in all languages was carried out by the service. Cedefop cooperated closely with the Transl ation Centre in Luxembourg.

The translation service translated 25 titles during 2002 (see Annex 1), as well as other working documents for the Management Board, conference documents, other meetings, pages for the web and correspondence. This amounted to requests for 12 808 pages to be translated. A language breakdown is provided in the table below.

(b) Terminology: the glossary was extended and now contains about

Pages requested for translation



1 500 entries. It is being continuously edited and checked and the data progressively transferred to the **IATE** database currently being developed by the Translation Centre in Luxembourg. Thematic multilingual glossaries were also developed on quality, sustainable professionalisation and ICT learning.

Technical support was also provided to the European forum on transparency of vocational qualifications (the European curriculum vitae is now available in 13 languages). Support was also provided to set up national reference points (NRPs) to build an efficient transparency network, and to the European project 'Sustainable professionalisation' (a website for this project will be online on the ETV in 2003).

(c) Editing: 69 original English manuscripts were edited (19 of which outsourced) representing 3 218 pages.

4.8. Cedefop's Brussels office

4.8.1. **Proposed outcomes in 2002**

(a) exchange information between Cedefop and the EU institutions and programmes;
(b) maintain contact with countries holding the EU presidency;
(c) maintain contact with the Brussels-based headquarters of the social partners;
(d) act as a contact point and respond to requests for information from those based in Brussels;
(e) host Cedefop staff and contacts visiting or meeting in Brussels;
(f) attend and report on meetings of EU programmes and committees;
(g) organise, in liaison with Thessaloniki, Cedefop's participation in selected events in Brussels and its neighbouring areas;
(h) prepare Cedefop input for *Le Magazine* published by the European Commission Directorate-General Education and Culture.

4.8.2. **Activities/results in 2002**

(a) The Brussels office played its normal role liaising with institutions and programmes and providing information.
(b) The office continued to have a *stagiaire* (if possible from the country holding or about to hold the Presidency) recruited through the Commission's system.
(c) See (a) above.
(d) Groups from Finland, Germany, the Netherlands and Sweden visited the office to learn more about Cedefop's work, as did several individuals (e.g. from Australia, Korea and Scotland).
(e) Meetings were organised on 62 days involving about 1 350 people (3 Bureau meetings, 2 meetings related to the ReferNet national consortium in Belgium, 7 related to outside bodies). The video link enabling Brussels office staff to participate in meetings in Thessaloniki, was increasingly used.

The office played a major role in the preparation and organisation of

the September conference organised by Cedefop, the European Commission, the Dublin Foundation and the Economic and Social Committee, on 'Social partners and the development of competences and qualifications in Europe'.

(f) Brussels office staff participated in several European Commission (ACVT, Leonardo da Vinci and other) meetings and reported on these to colleagues in Thessaloniki.

(g) In October the office organised Cedefop's participation on the European Commission's stand at 'Employment week'. Brussels office staff also participated in the training forum and other sessions of the conference.

(h) Although attendance at meetings of DG EAC's information correspondents and on *Le Magazine* will continue, the change of the latter's format at the beginning of the year means that Cedefop is no longer asked for a contribution on recent developments in Member States.

Annexes

1 Cedefop 'visibility' performance indicators, publications and translations lists 2002
2 Human resources
3 Internal staff allocation to areas in 2002
4 Overview of projects and financial and human resources
5 Cedefop Management Board
6 Report to the European Parliament on implementing the action plan as follow-up to the external evaluation of Cedefop
7 Study visits programme
8 Knowledge management
9 Cooperation between Cedefop and the European Training Foundation (ETF)

ANNEX 1

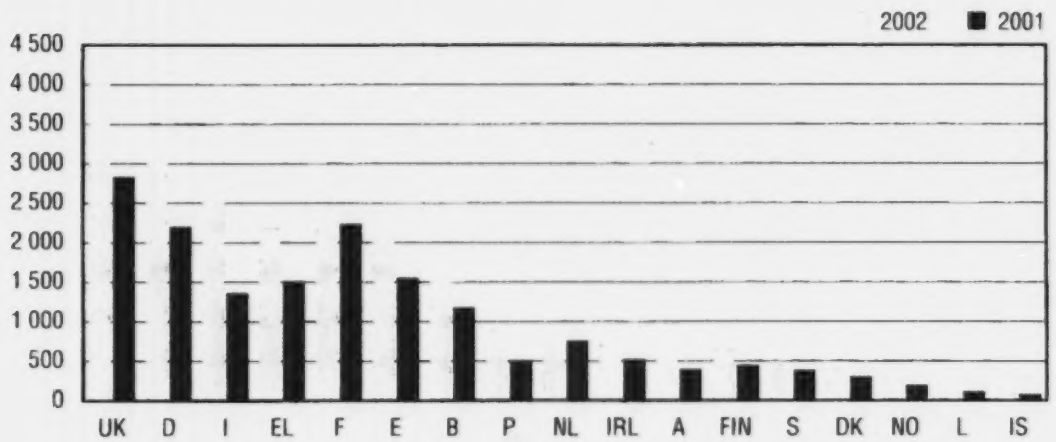
Cedefop 'visibility' performance indicators, publications and translations lists 2002

The visibility indicators for 2002, as specified in the paper 'Raising Cedefop's visibility: promotion of Cedefop's products and services', are presented below.

1. Electronic media indicators

Number of ETV registered users: 29 620 at 13 December 2002

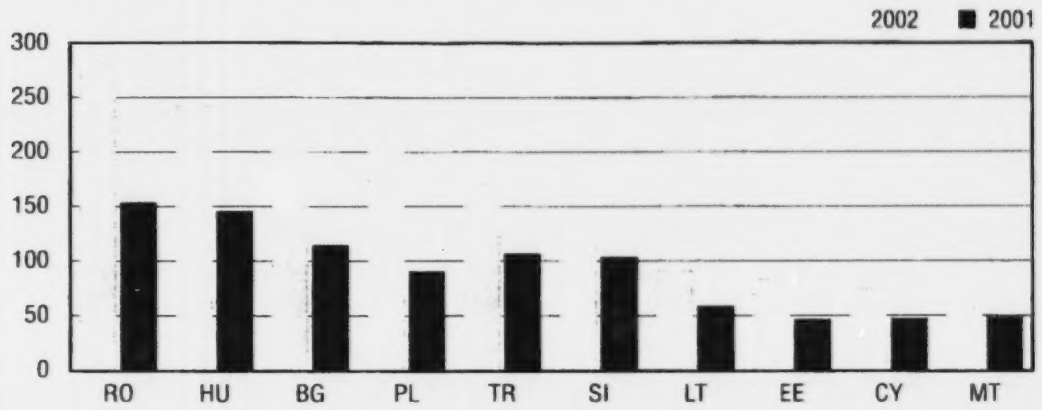
1.1. Users from countries in the EU and EEA



In 2002, approximately 14 000 new users registered with the ETV. These were distributed between all countries, more than a third of the new users (5 587) came from seven countries: the UK (1 306 new users), Italy (1 290 new users), Germany (961 new users), Greece (677 new users), Spain (555 new users), Belgium (405 new users) and Portugal (393 new users).

The registered users from Italy nearly doubled between 2001 (1 359) and 2002 (2 649). Similar increases occurred in Portugal (from 506 users in 2001 to 899 users in 2002) and Austria (from 396 users in 2001 to 670 users in 2002).

1.2. Users from countries which have applied for EU membership



In 2002, 681 new users registered from the candidate countries. More than half of them (481) came from Poland (147 new users), Romania (128 new users), Bulgaria (109 new users) and Hungary (97 new users).

The registered users from Poland nearly tripled during 2002 (from 91 in 2001 to 238 in 2002). Similarly, the registrants from Bulgaria nearly doubled from 115 in 2001 to 224 in 2002.

1.3. Summary of activity for report period

Date and time this report was generated	Thursday 10 Jan. 2002 18:38:23	Thursday 12 Dec. 2002 12:55:05
Time frame	01/01/01 00:00:00 to 01/01/02 01:58:15	01/01/02 00:00:00 to 01/01/03 00:00:00
Number of successful hits for entire site (Fig. 2.1.)	5 979 652	13 912 668
Number of page views (Impressions)	449 127	2 929 144
Number of document views	434 567	1 748 060
Number of user sessions (Fig. 2.2.)	258 694	340 722
Average number of hits per day (Fig. 2.3.)	17 796	38 012
Average number of page views per day	1 227	8 003
Average number of user sessions per day	426	930
Most active day of the week	Wednesday	Tuesday
Least active day of the week	Saturday	Saturday
Most active day	5 February 2001	21 March 2002
Number of hits on most active day	18 600	151 664

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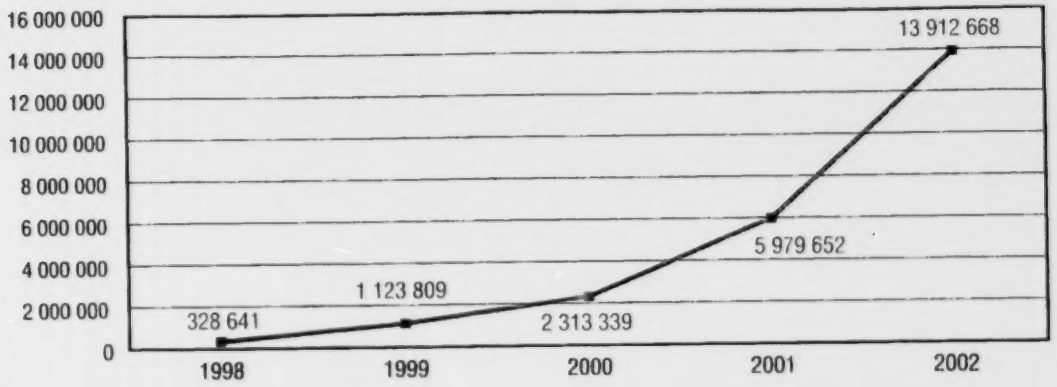
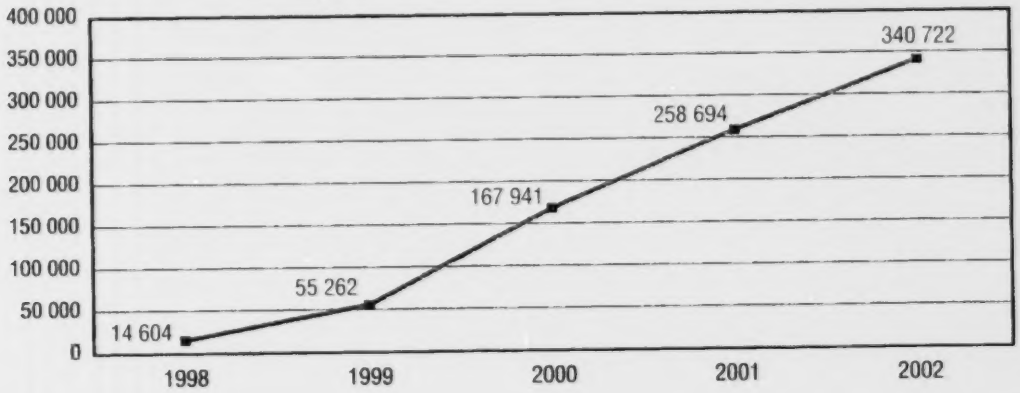
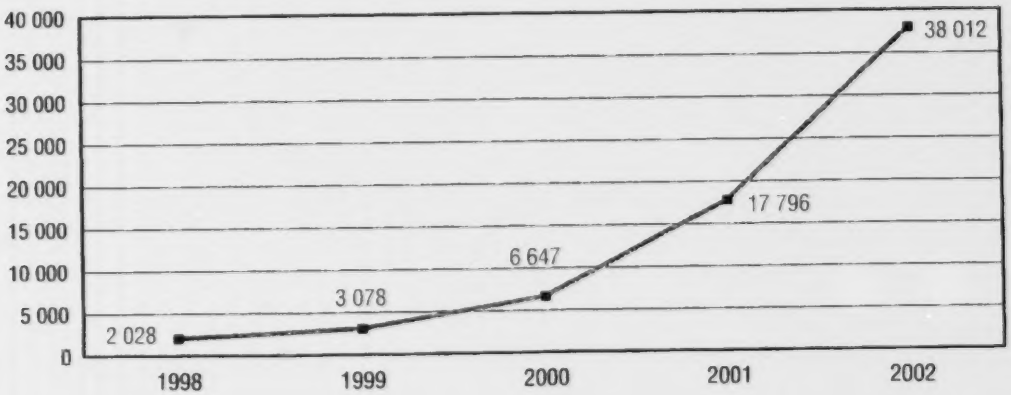
1.4. Evolution of the number of successful hits for entire site



1.5. Evolution of the number of user sessions



1.6. Average number of hits per day

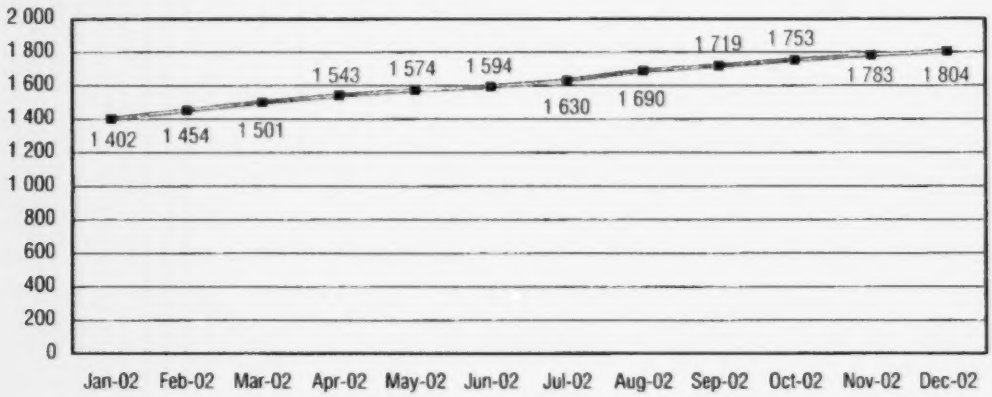


1.7. **Number of links from other websites** (search on Yahoo!)

www.cedefop.eu.int
16 December 2002: 2 290 (from 2 070 in February 2002)

www.trainingvillage.gr
16 December 2002: 1 210 (from 912 in February 2002)

1.8. **Subscriptions to the ETV newsletter in 2002**



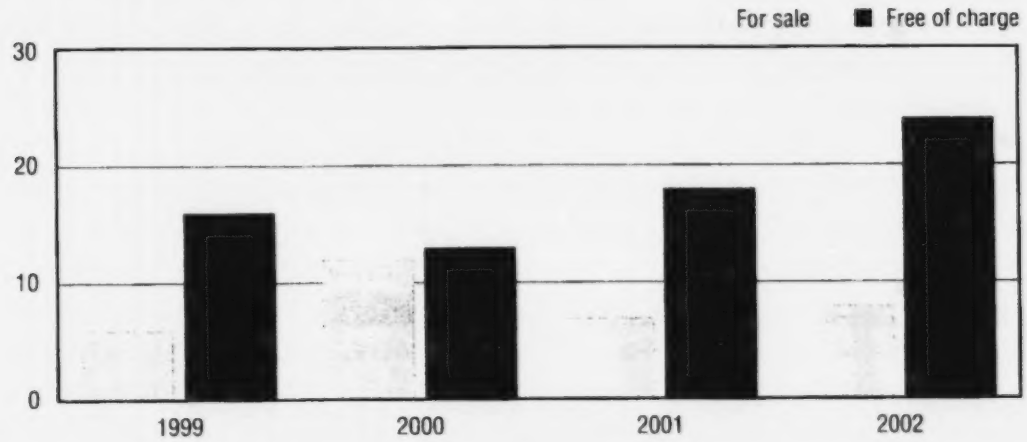
Number of newsletter subscribers (clean-up list): 1 595 at 16 December 2002

1.9. **Glossary**

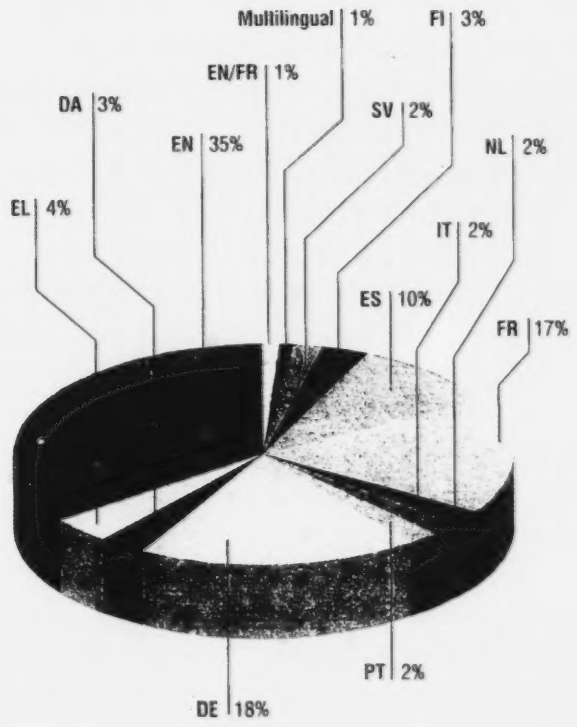
Hit	An action on the website, such as when a user views a page or downloads a file.
Page views	Also called page impressions. Hit to HTML pages only (access to non-HTML documents are not counted).
User session	A session of activity (all hits) for one user of a website. A unique user is determined by the IP address or cookie. By default, a user session is terminated when a user is inactive for more than 30 minutes. This duration can be changed from general panel in the options, web log analysis dialog. Synonym: visit.
Visit	Commonly called user session. All activity for one user of a website.

2. Publications indicators

2.1. **Number of titles produced** (non-periodicals)

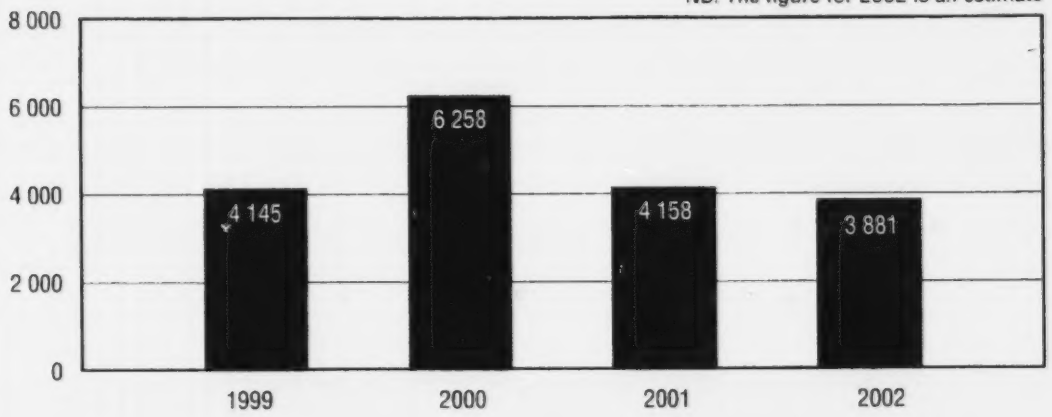


2.2. **Language versions of publications in 2002** (non-periodicals)



2.3. **Publications sold** (number of copies)

NB: The figure for 2002 is an estimate



2.4. **Hit list – publications sold in 2002**

	Title	Number of copies sold
1	*European journal vocational training* (Annual subscription) DE, EN, ES, FR	3 148
2	*VET in Belgium* EN, FR	709
3	*Training and learning for competence* DE, EN, ES, FR	247
4	*E-learning and training in Europe* DE, EN, FR	188
5	*Users' views on e-learning* DE, EN, FR	150
6	*Transformation of learning in education and training* EN	109
7	*Taking steps towards the knowledge society* EN, FR	105
8	*Training in Europe – Second report on vocational training: background report* EN	89
	Total	4 745

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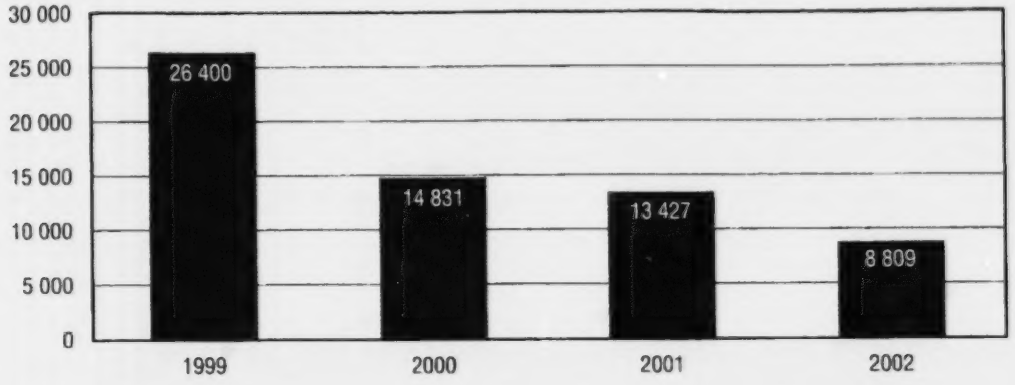
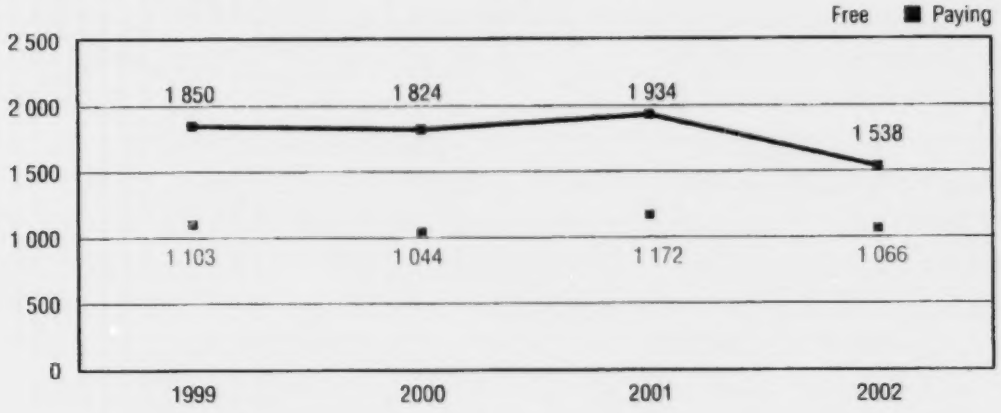
2.5. **Free of charge publications** (number of distributed copies)

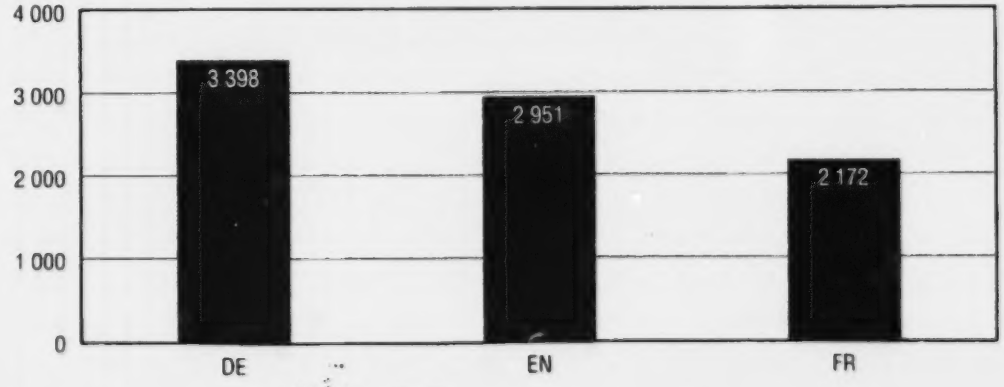


The figure for 2002 comprises only free of charge publications distributed in response to a specific order.

2.6. **European journal *Vocational training* subscriptions**



2.7. ***Cedefop Info* subscriptions (languages) in 2002**



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2.8. Titles translated in 2002

The following publication titles were translated in 2002:

- ***Work programme 2002*** — EN*, DE, FR
- ***Work programme 2002 (Short version)*** — EN*, DA, DE, ES, EL, FI, FR, IT, NL, PT, SV
- ***Annual report 2001*** — EN*, DE, FR
- ***Medium-term priorities 2003-06*** — EN*, DE, EL, FR
- ***European journal vocational training*** Issues 24, 25, 26 — DE, EN, ES, FR
- ***Cedefop info*** Issues 1, 2 +3/2002 — DE, EN, FR
- ***Generic ICT skills profiles*** — EN*, DE, ES, FR
- ***Innovations for integrating low-skilled workers into lifelong learning and the labour market*** — *DE**, EN, ES
- ***Taking steps towards the knowledge society*** — EN*, FR
- ***Agora V*** — DE, ES, EN, FR
- ***Agora VI*** — DA, DE, EL, EN, ES, FR
- ***Agora VII*** — DA, DE, EL, EN, ES, FR
- ***Agora VIII*** — DE, EN, EL, ES, FI, FR
- ***Agora IX*** — DE, ES
- ***Agora X*** — FR
- ***Agora XI*** — PT
- ***Agora XII*** — ES, FR
- ***VET in Spain*** - Short description — ES*, DE, EN, FR
- ***VET in Denmark*** - Short description — EN*, DE, FR
- ***VET in Greece*** - Short description — EL*, DE, EN, FR
- ***Scenarios and strategies for vocational education and lifelong learning in Europe*** — EN*, DE, EL, FR
- ***Quality development in VET*** — EN*, DA, DE, FR
  plus 4 related reports EN*, DE, FR for the *European quality forum*
- ***Early recognition of skill requirements in Europe*** - Conference documents (various languages) — into EN
- ***Educational expansion and labour markets, comparative study*** — FR*, EN
- ***European forum on transparency of vocational qualifications*** - CV supplement, web pages — DA, DE, EN, ES, FI, FR, IT, NL, PT, SV, NO, IS

* Source language

2.9. Publications in 2002

2.9.1. New titles 2002

AGORA V. *Identification, évaluation et reconnaissance des acquis non formels* Thessalonique, Les 15 et 16 mars 1999.	Cedefop Panorama series	ES, DE, EN, FR
AGORA VI. *Bilan du capital humain en entreprise – Est-il possible de dresser un bilan du capital humain et, si oui, pourquoi et comment?* Thessalonique 24-25 juin 1999	Cedefop Panorama series	ES, DA, DE, EL, EN, FR
Agora VIII. *Jobrotation.* Thessaloniki, 20 - 21 March 2000	Cedefop Panorama series	ES, DE, EN, FR, FI
AGORA X. *L'orientation sociale et professionnelle.* Thessalonique, 19 et 20 octobre 2000	Cedefop Panorama series	FR
Annual report 2001		DE, EN, FR
Cedefop 2002. Publications catalogue		Multilingual
Cedefop 2002. The European Union's reference centre for Vocational Education and Training		ES, DA, DE, EL EN, FR, IT, NL, PT, FI, SV
Competence and human resource development in multinational companies in three European Union Member States. A comparative analysis between Austria, The Netherlands and the United Kingdom	Cedefop Panorama series	EN
Consultation process on the European Commission's Memorandum on lifelong learning. Analysis of national reports	Cedefop Panorama series	DE, EN, FR
Cover guidelines / Manual	–	EN
El sistema de formación profesional en España. Breve descripción	Cedefop Panorama series	ES, DE, EN, FR
E-learning and training in Europe. A survey into the use of e-learning in training and professional development in the European Union	Cedefop Reference series	DE, EN, FR
Funding continuing training in small and medium-sized enterprises. Discussion and case studies from across the EU	Cedefop Panorama series	EN

Innovationen zur Integration von gering Qualifizierten in das lebensbegleitende Lernen und in den Arbeitsmarkt. Fallbeispiele aus sechs europäischen Staaten	Cedefop Reference series	ES, DE, EN
Innovations in lifelong learning. Capitalising on ADAPT	Cedefop Panorama series	EN
Internationalisation and changing skills needs in European small firms. Synthesis report	Cedefop Reference series	EN
Layout guidelines / Manual	–	EN
Learning-conducive work. A survey of learning conditions in Norwegian workplaces	Cedefop Panorama series	EN
Lifelong learning bibliography: a European VET perspective. No 1. January - June 2001	Cedefop Dossier series	EN
Lifelong learning bibliography: a European VET perspective. No 2. July – December 2001	Cedefop Dossier series	EN
Lifelong learning in Italy. The extent to which VET policy is nurturing lifelong learning in Italy	Cedefop Panorama series	EN
Lifelong learning in the Netherlands. The extent to which VET policy is nurturing lifelong learning in the Netherlands	Cedefop Panorama series	EN
Mobility and transparency of vocational qualifications. An overview of studies on the tourism, chemical and healthcare sectors in Europe	Cedefop Panorama series	EN
Scenarios and strategies for vocational education and lifelong learning in Europe. Summary of findings and conclusions of the joint Cedefop/ETF project (1998 - 2002)	Cedefop Panorama series	EN
Taking steps towards the knowledge society. Reflections on the process of knowledge development	Cedefop Reference series	EN
Training and learning for competence. Second report on vocational training research in Europe: executive summary. Revised edition	Cedefop Reference series	EN
Transformation of learning in education and training. Key qualifications revisited	Cedefop Reference series	EN

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TTnet Dossier No 5. *Validation of competences and the professionalisation of teachers and trainers. (Validation des acquis et professionnalisation des enseignants et formateurs)*	Cedefop Reference series	EN/FR
Users' views on e-learning. Cedefop online surveys	Cedefop Reference series	DE, EN, FR
Vocational education and training in Denmark. Short description	Cedefop Panorama series	DE, EN
Vocational education and training in Greece. Short description	Cedefop Panorama series	EL
Work programme 2002	–	DE, EN, FR

2.9.2. Publication titles from previous years appearing in 2002

Analyse comparée des profils professionnels dans les secteurs liés à l'environnement. Études de cas en Italie, en France et en Grèce	Cedefop Panorama series	FR
Die Berufsbildungssysteme in Belgien. Kurzfassung	Cedefop Panorama series	DE
Formar y aprender para la competencia profesional. Segundo Informe de la investigación sobre formación profesional en Europa: Resumen ejecutivo	Cedefop Reference series	ES, DA, EL, IT, NL, FI, SV
O financiamento da educação e formação profissional em Portugal. Perfil do sistema de financiamento	Cedefop Panorama series	PT
Objectif compétence: former et se former. Deuxième rapport sur la recherche en formation et enseignement professionnels en Europe: rapport de synthèse	Cedefop Reference series	ES, DE, FR
Profils de compétences génériques en TIC. Compétences futures pour le monde de demain	–	ES, DE, FR
TTnet Dossier no 4. *Open and distance learning and the professionalisation of trainers*	Cedefop Reference series	EN
Vocational education and training in Denmark	–	EN
Vocational education and training in Italy	–	EN
Vocational education and training in Spain	–	DE, EN

ANNEX 2

Human resources

1. Staff situation at 31 December 2002

There is a staff complement of 83 posts.

On 31 December 2002 the Centre employed 78 staff on the basis of the table of posts:

35	A category staff	of whom 13 are officials and 22 are temporary (5 on indefinite contract),
15	B category staff	of whom 4 are officials and 11 are temporary (10 on indefinite contracts),
25	C category staff	of whom 12 are officials and 13 are temporary (on indefinite contracts),
3	D category staff	of whom 1 is official and 2 are temporary (on indefinite contracts).

Of a total of **47** temporary staff, 29 are employed on indefinite and 18 on fixed-term contracts.

Of the **30** officials, 13 were part of the Centre's staff in Berlin and 17 have been recruited in Thessaloniki.

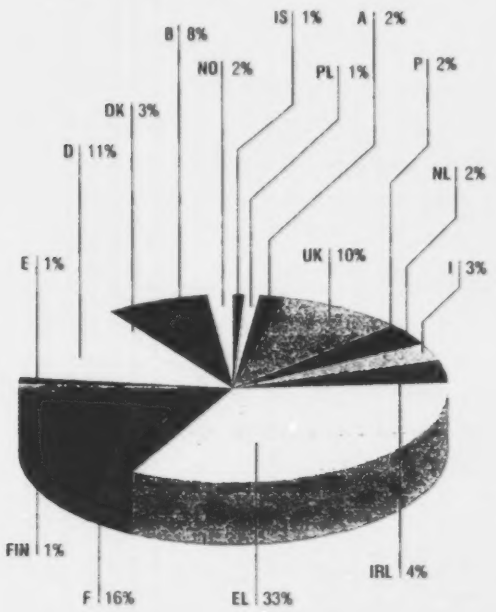
There are also
6 auxiliary staff,
14 local staff,
6 national seconded experts and
2 trainees (1 in Thessaloniki and 1 in the Brussels office).

The Centre maintains:

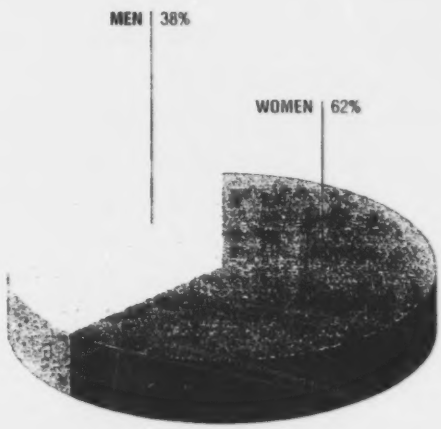
- 8 service contracts: medical officer (one person present two afternoons per week), computer department - help desk and support (two persons), translation service (one person), public relations (one person), documentation and library (two persons), kindergarten (one person),
- 7 interim agents: support to experts (two persons), publications (one person), Infocom dept (two persons), documentation and library (one person), administration (one person),
- also, when necessary, a specific service contract provides for one or two security guards to be at the disposal of the Centre 24 hours per day, in three shifts.

On 31 December 2002 there were 103 staff working in the Centre. With the external service providers and interim agents, there were 123 people in total. Their composition can be categorised in a number of ways:

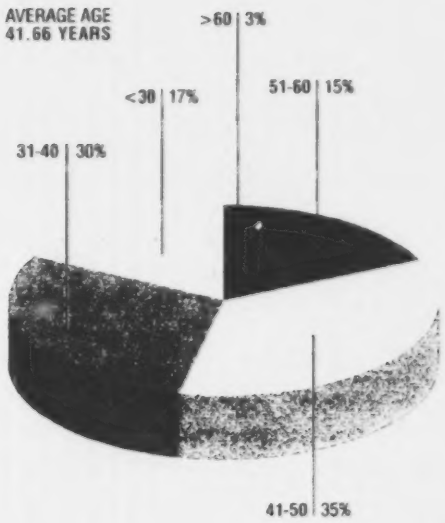
1.1. By nationality



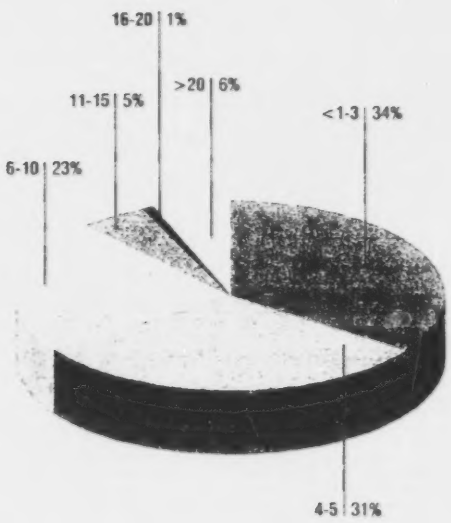
1.2. By gender



1.3. By age



1.4. By years of service at Cedefop



ANNEX 3

Internal staff allocation to areas (1) in 2002

1. Area A: developing research

Area Coordinator: Manfred Tessaring

1.1. Cedefop research arena (Cedra): Pekka Kamarainen, Barry Nyhan, Burkart Sellin

1.2. Report on vocational education and training research in Europe: Pascaline Descy, Manfred Tessaring

1.3. European journal vocational training: Eric Fries-Guggenheim

1.4. Agora Thessaloniki: Norbert Wollschläger

1.5. Early identification of skill needs in Europe: Manfred Tessaring

1.6. History of VET in a European perspective: Anders Nilsson, Norbert Wollschläger

1.7. Mobility as a didactic tool: Søren Kristensen

Secretaries: Gundula Bock, Titane Delaey, Béatrice Herpin, Yvonne Noutsia, Rauni-Helena Puurunen, Marena Zoppi

2. Area B: reporting and facilitating a concerted approach

Area coordinator: Mara Brugia

2.1. Reporting on developments in VET: Michael Adams, Tina Bertzeletou, Pascaline Descy, Sarah Elson-Rogers, Eric Fries-Guggenheim, Roland Loos, Anne-France Mossoux, Martina NíCheallaigh, Burkart Sellin, Dora Stefansdottir, Eleonora Waltraud Schmid

2.2. Reporting on lifelong learning: Frederic Company, Pascaline Descy, Sarah Elson-Rogers, Søren Kristensen, Iver Jan Leren, Roland Loos, Bodil Ullestad Lovas, Martina NíCheallaigh, Anders Nilsson, Eleonora Waltraud Schmid, Burkart Sellin, Philippe Tissot, Jennifer Wannan

2.3. Policy support for new initiatives at Community level: Michael Adams, Frederic Compnay, Sarah Elson-Rogers, Iver Jan Leren, Roland Loos, Martina NíCheallaigh, Anders Nilsson, Eleonora Waltraud Schmid, Burkart Sellin, Jennifer Wannan

(1) Repetition of names reflects simultaneous involvement in two or more projects.

2.4. TTnet – Training of trainers network: Mara Brugia
2.5. ICT learning platform: Burkart Sellin
2.6. Key data: Anne-France Mossoux
2.7. Report on vocational training policy: Steve Bainbridge, Julie Murray
2.8. European forum on transparency of qualifications: Anders Nilsson, Philippe Tissot
2.9. European quality forum: Tina Bertzeletou
2.10. History of VET (see Area A – 1.6)

Secretaries: Marise Alberts, Gundi Bock, Catherine Kelly, Agnieszka Kunat, Yvonne Noutsia, Christine Nychas, Caroline White

3. Area C: exchange and supporting partners

Area coordinator: Marie-Jeanne Maurage

3.1. Support to the Commission
- Community study visits programme: Marie-Jeanne Maurage
- Mobility in Leonardo da Vinci: Søren Kristensen

3.2. Support to the social partners: Bodil Ullestad Lovas
3.3. Familiarisation of candidate countries: Marie-Jeanne Maurage, Giorgos Kostakis (Assistant)

Secretaries: Maria Berkat, Laura Crognale, Alessia de Martino, Iris Neumann, Stéphanie Wehrheim

4. Area D: information, communication and dissemination

Area coordinator: Steve Bainbridge

4.1. Dissemination: Afroditi Chrisochoou, Norbert Wollschläger, Peter Seiffert, Zacharoula Fotopoulou
4.2. Electronic media: Theodoros Abazis, Nektarios Baziotis, Carlos da Cruz, Adriano Graziosi, Brigitte Jirmann, John Karamanis, Nikolaos Mylonakis, Nancy Toussaint
4.3. Cedefop conference programme: Norbert Wollschläger
4.4. Library, documentation service and archives: Bettina Brenner, Sylvia Perez, Persephoni Pouliou, Maïte Santos, Anne Waniart, Marc Willem
4.5. Publications: Steve Bainbridge, David Bond, Isabel Dreyer, Zaharoula Fotopoulou, Eva Smirli, Michalis Tanakidis
4.6. Translation, terminology and editing: David Bond, Sylvie Bousquet, Alison Clark, David Crabbe, Isabel Dreyer, Anna-Grethe Dolberg Schomburg, Corinna Frey, Ioanna Nezi, Philippe Tissot, Amaryllis Weiler-Vassilikioti

4.7. Cedefop's Brussels office: Michael Adams, Marieke Zwanink (Assistant)

Secretaries: Marise Alberts, Stephen Andrews, Joanne Basiakou, Madeleine Cazals, Vania Kanakoglou, Mary Karagiozopoulou, Liisa Kelloniemi, Judith Pugh, Annie Tsaika, Ismini Vouyouka, Dagmar Wolny

5. Area E: administration, facilities and resources

Directorate
Johan van Rens, *Director*
Stavros Stavrou, *Deputy director*
Werner P. Herrmann, *Senior advisor*
Colin Mc Cullough, *Assistant*
Georges Paraskevaïdis, *Advisor for administrative reform*
Michèle Boucouvala-Ketterer, *Secretary*
Christine Sonzogni, *Secretary*

Administration
John Young, *Head of administration*
Trine Pedersen, *Training coordinator*
Effie Nabhan, *Social welfare*
Sophie Belin, *Secretary*
Catherine Kelly, *Secretary*
Ekaterina Tzolas, *Secretary*

Finance
Hélène Hamers, *Head of service*
Kalliope Dovas, *Imprest accountant*
Athanasia Kalpakidi, *Accountant*
Philippe Joureau, *Deputy accountant*

Legal and contract management
Pavlos Longinidis, *Head of service*
Bernadette Mouffe, *Assistant*

Technical services
Vassilis Boucouvalas, *Technical support*

Conference service
Despo Mourmouris, *Conference service*

Inventory, maintenance and security services
Bernard Gayraud, *Maintenance*
Alexis Papadopoulos, *Inventory*

EDMS, mail, switchboard & drivers
Lia Chatzitheodorou, *Switchboard*
Dimitris Dimakopoulos, *Driver*
Josephina Kiorpelidou, *EDMS*
Anastassios Markoglou, *Mail service*
Théodoridis Théodoros, *Switchboard*

Restaurant
Aris Deliopoulos, *Cook*
Dimitris Nikolaïdis, *Restaurant manager*
Dimitris Tanis, *Cook*

Day Nursery
Martha Kyparissa
Sarka Zaveska-Deligianni

IT Department
Lazaros Tossounidis, *Head of service*
Spyros Antoniou, *Communications specialist*
Isabelle Thomas-Kollias, *Fibus coordinator*
Théodoros Sakellariou, *System administrator*
Chrissa Zekou, *Secretary*

Staff Committee
Mara Brugia, *Chairwoman*
David Crabbe, *Deputy chairman*
Theodoros Abazis
Josephina Kiorpelidou
Anne Waniart

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ANNEX 4

Overview of projects and financial and human resources

1. Execution 2002

No	Title of projects/activities	Staff costs Title 1	Total running costs Title 2	Share of T1 + T2 in % Budget	Executed total Title 3	Forecast total Title 3	Executed general total Titles 1,2,3	Planned total Titles 1,2,3	Execution % total Budget	Planned % total Budget
	Total 'Developing research'	997	126	0.14	986	942	2 109	**2 068**	*15%*	*14%*
1.1	*Cedefop research Arena*	*452*	*53*	*0.06*	*258*	*270*	*763*	***775***	*6%*	*5%*
	Total 'Reporting and facilitating a concerted approach'	1 765	236	0.25	1 419	1 784	3 420	**3 789**	*25%*	*26%*
2.3	*Policy support for new initiatives at Community level*	*64*	*8*	*0.01*	*194*	*251*	*266*	***323***	*2%*	*2%*
	Total 'Exchange and supporting partners'	499	85	0.07	1 123	1 681	1 707	**2 269**	*12%*	*16%*
3.1	*Community study visits programme*	*499*	*80*	*0.07*	*1 123*	*1 161*	*1 702*	***1 740***	*12%*	*12%*
	Total 'Information, communication & dissemination'	1 486	263	0.22	1 483	1 605	3 232	**3 359**	*24%*	*23%*
4.4	*Library, documentation and archives*	*368*	*79*	*0.06*	*665*	*525*	*1 112*	***972***	*8%*	*7%*
	Total 'Knowledge management system (KMS)'			-	320		320	**0**	*2%*	*0%*
		4 747	**710**	**0.68**	**5 331**	**6 012**	**10 788**	**11 485**	***79%***	***79%***
	Administration	1 724	398	0.26	283	283	2 405	**2 437**	*17%*	*17%*
5.1	Management	448	44	0.06	35	35	527	**528**	*4%*	*4%*
	Total 'Directorate, admin., facilities and resources'*	2 172	442	0.32	318	317	2 932	**2 965**	*21%*	*21%*
	GENERAL TOTAL (1) (2) (3) (4) (5)	**6 919**	**1 152**	**1.00**	**5 649**	**6 329**	**13 720**	**14 450**	***99%***	***100%***

Notes:

(1) Translation forms part of activity 4.1; however, the cost of the Translation Service staff (5LA, 1B, 1.75C) is spread among the 18 activities.

(2) The operational budget of EUR 320 000 for the KMS transversal activity relates to the contracts signed at the end of 2002.

(3) EUR 40 000 added to administration costs relate to the PHARE appropriations 2001-02 which were committed in 2002.

(4) The second lot of PHARE appropriations for the last phase of enlargement will be included in the 2003 budget.

(5) Allocation of the total amounts to the four activities will take place at a later stage.

For each area an example is given of one of its projects.

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ANNEX 5

Cedefop Management Board

Situation at 31 December 2002

1. Members participating in Bureau meetings

MEMBER	ADDRESS	TEL./FAX/E-MAIL
Chairman Mr Alfons de Vadder	Directeur Général de la Fédération Belge des Entreprises de Distribution (FEDIS) Rue Saint-Bernard 60 B-1060 Bruxelles	Tel. (32-2) 537 30 60 Fax (32-2) 539 40 26 ad@fedis.be
Vice-chairman European Commission representative Mr Otto Dibelius	Direktor Generaldirektion Bildung und Kultur Europäische Kommission - B7 - 08/57 200, rue de la Loi B-1049 Bruxelles	Tel. (32-2) 295 41 35 Fax (32-2) 295 78 30 ou 299 53 25 otto.dibelius@cec.eu.int
Vice-Chairman Employee organisations' representatives Mr Peter Rigney	Irish Congress of Trade Unions 31-32 Parnell Square IRL-Dublin 1	Tel. (353-1) 889 77 50 Fax (353-1) 887 20 12 Peter.rigney@ictu.ie
Vice-chairman Government representative Mr Peter Thiele	Regierungsdirektor Bundesministerium für Bildung und Forschung Referat 111, Heinemannstr. 2 D-53175 Bonn	Tel. (49-1888) 57 21 26 Fax (49-1888) 57 821 09 or 57 36 03 Peter.Thiele@BMBF.BUND.DE
Employer organisations' representative Mrs Lise Skanting	Dansk Arbejdsgiverforening Vester Voldgade 113 DK-1790 Kopenhagen V	Tel. (45) 33 38 93 88 Fax (45) 33 93 08 42 lsk@da.dk
European Commission Mr Gordon Clark	Head of Unit B1 DG Education and Culture European Commission B7 - 5/42 B-1049 Bruxelles	Tel. (32-2) 296 29 29 Fax (32-2) 295 78 30 gordon.clark@cec.eu.int
European Commission Mrs Eleni Spachis	DG Education and Culture European Commission Bélliard 7 - 5/23 B-1049 Bruxelles	Tel. (32-2) 295 75 62 Fax (32-2) 295 78 30 eleni.spachis@cec.eu.int

MEMBER	ADDRESS	TEL./FAX/E-MAIL
Coordinateur UNICE Mrs Jeanne Schmitt	UNICE Rue Joseph II, 40 B-1000 Bruxelles	Tel. (32-2) 237 65 37 Fax (32 2) 231 14 45 js@unice.be
Représentante CES Mrs Maria Helena André	Confédération Européenne des Syndicats 5, boulevard du Roi Albert II B-1210 Bruxelles	Tel. (32-2) 224 04 21 (st. 04 11) Fax (32-2) 224 04 54/55 mandre@etuc.org
Porte-parole des pays AELE/EEE Mrs Kristrun Isaksdottir	Ministry of Culture and Education Sölvhólsgötu 4 IS 150 Reykjavik	Tel. (354) 560 95 00 Fax (354) 562 30 68 kristrun.isaksdottir@mrn.stjr.is

2. Breakdown of Board members - Goverment representatives

COUNTRY	ADDRESS	RESPONSIBLE / E-MAIL	TEL./FAX
A	Federal Ministry of Education and Arts Abt. II/7 - Minoritenplatz 5 A-1014 Vienna	Mr Peter Kreiml peter.kreiml@bmbwk.gv.at	Tel. (43-1) 531 20 43 39 Fax (43-1) 531 20 41 30
B	Représentation Permanente de la Belgique Auprès de l'Union européenne Rond Point Schuman 6 B-1040 Bruxelles	Mrs Annemie Pernot Attaché sociale annemie.pernot@belgoeurop. diplobel.fgov.be	Tel. (32-2) 233 21 59 Fax (32-2) 231 10 75
D	Bundesministerium für Bildung und Forschung Referat 111 Heinemannstr. 2 - D-53175 Bonn	Mr Peter Thiele Regierungsdirektor Peter.Thiele@BMBF.BUND.DE	Tel. (49-1888) 57 21 26 Fax (49-1888) 57 821 09 or 57 36 03
DK	Undervisningsministeriet Uddannelsesstyrelsen H.C. Andersen Boulevard 43 DK-1553 København V	Mr Svend-Erik Povelsen sep@CiriusMail.dk	Tel. (45) 33 92 57 75 Fax (45) 33 92 56 66
EL	Human Resources Support Services SA (OAED) - 518 Vouliagmenis Av. & 2 D. Gounari Street GR-174 56 Alimos	Mr Elias Kikilias Chairman - CEO ekik@epa.gr	Tel. (30) 210 9955 210 to 214 Fax (30) 210 9959 004

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COUNTRY	ADDRESS	RESPONSIBLE / E-MAIL	TEL./FAX
E	Instituto Nacional de Empleo INEM Directora General Calle Condesa de Venadito, 9 E-28027 Madrid	Mrs M. D. Cano Ratia Dolores.cano@inem.es	Tel. (34) 91 585 98 25/26 Fax (34) 91 408 00 17
FIN	Ministry of Education PO Box 293, Meritullinkatu 3 D FIN-00171 Helsinki	Mrs Eija Alhojärvi Eija.alhojärvi@minedu.fi	Tel. (358-9) 13 41 73 08 Fax (358-9) 13 41 70 06
F	Ministère de l'Emploi et de la Solidarité Délégation à l'emploi et à la formation professionnelle 7, square Max Hymans F-75741 Paris Cedex15	Mr Bernard Legendre Bernard.legendre@dgefp. travail.gouv.fr	Tel. (33) 144 38 38 38/ 144 38 33 20/144 38 33 96 Fax (33) 144 38 32 10
IRL	FÁS -Training & Employment Authority PO Box 456 27-33, Upper Baggot Street IRL-Dublin 4	Mr Eamonn Darcy Assistant Director General Training Services Eamonn.Darcy@fas.ie	Tel. (353-1) 607 07 20 Fax (353-1) 607 06 31
I	Ufficio Centrale Orientamento E formazione professionnale Dei Lavoratori (UCOFPL) Ministero del Lavoro della Previdenza sociale Vicolo d'Aste, 12 - I-00159 Roma	Mrs Annalisa Vittore Direttore Generale svittore@minlavoro.it segreteriagen@minwelfare.it	Tel. (39) 06 43 58 84 62 or 43 58 84 67 Fax (39) 06 43 58 85 45
L	Ministère de l'Education Nationale et de la Formation Professionnelle 29, rue Aldringen L-2910 Luxembourg	Mr Aly Schroeder Directeur à la formation professionnelle plier@men.lu	Tel. (352) 478 52 30 Fax (352) 47 41 16
NL	Ministerie van Onderwijs, Cultuur en Wetenschappen Directie Beroepsonderwijs BE//KENO - kamer G 550 PO Box 25000, Europaweg 4 NL-2700 LZ Zoetermeerz	Mr Michael Hupkes m.j.hupkes@minocw.nl	Tel. (31-79) 323 49 25 Fax (31-79) 323 41 92
P	INOFOR Instituto para a Inovação na Formação Rua Soeira Pereira Gomes, nº 7 2º Piso - Sala 29 P-1600-196 Lisboa	Mrs Maria Margarida Abecasis Pinto de Sousa Presidente do INOFOR margarida.abecasis@inofor.gov.pt	Tel. (351) 217 94 62 02 Fax (351) 217 94 62 20
S	Ministry of Education & Science Drottninggatan 16 S-103 33 Stockholm	Ms Carina Lindén carina.linden@education.ministry.se	Tel. (46-8) 405 17 88 Fax (46-8) 723 17 34

COUNTRY	ADDRESS	RESPONSIBLE / E-MAIL	TEL./FAX
UK	Department for Education and Employment Lifelong learning and youth policy Room 434 - Caxton House - Tothill Str. UK-SW1H 9NA London	Mrs Franki Ord franki.ord@dfee.gov.uk	Tel. (44) 207 273 5397 Fax (44) 207 273 5195

3. Employee organisations' representatives

COUNTRY	ADDRESS	RESPONSIBLE / E-MAIL	TEL./FAX
A	Österreichischer Gewerkschaftsbund Hohenstaufengasse 10-12 A-1010 Vienna	Mr Alexander Prischl Language of correspondence: DE alexander.prischl@oegb.or.at	Tel. (43-1) 53 44 44 66 Fax (43-1) 53 44 42 04
B	Vacant -	Mr Jean-Paul Deliege (†) (September 2002)	
D	Deutscher Gewerkschaftsbund Henriette-Herz-Platz 2 D-10178 Berlin	Mr Jochen Laux jochen.laux@bundesvorstand.dgb.de	Tel. (49-30) 240 60 382 Fax (49-30) 240 60 410
DK	LO-Landsorganisationen i Danmark Danish Confederation of Trade Unions Islands Brygge 32D DK-2300 Kopenhagen S	Mrs Astrid Dahl Astrid.Dahl@lo.dk	Tel. (45) 35 24 60 00 Fax (45) 35 24 63 00
E	UGT c/ Hortaleza 88 E-28004 Madrid	Mr Luis Galiano Yrangil@cec.ugt.org	Tel. (34) 915 89 76 84 Fax (34) 915 89 77 18
F	F.O.-Force Ouvrière avenue du Maine 141 F-75680 Paris Cedex 14	Mr Jean-Claude Quentin jcquentin@force-ouvriere.fr	Tel. (33) 140 52 84 07 Fax (33) 140 52 84 08
FIN	STTK PO Box 248, Pohjaisranta 4 A FIN-00171 Helsinki	Mr Erkki Husu erkki.husu@sttk.fi	Tel. (358-9) 13 15 21 Fax (358-9) 65 23 67
EL	Confédération Générale du Travail de Grèce - Bureau de Liaison C.G.T. - GRECE I.N.E-G.S.E.E. Av. Gén. Eisenhower, 104 B-1030 Bruxelles	Mr Georgios Dassis Georges.dassis@euronet.be gdassis@hol.gr	Tel. (32-2) 216 78 82 Fax (32-2) 216 46 13

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COUNTRY	ADDRESS	RESPONSIBLE / E-MAIL	TEL./FAX
IRL	Irish Congress of Trade Unions 31, Parnell Square IRL-Dublin 1	Mr Peter Rigney peter.rigney@ictu.ie	Tel. (353-1) 889 77 77 Fax (353-1) 887 20 12
I	CGIL Corso d'Italia, 25 I-00198 Roma	Mr Roberto Pettenello org.formazione@cgil.it	Tel. (39) 06 847 63 02 Fax (39) 06 884 56 83
L	Directeur CGTL/OGBL Chambre de Travail BP 1263 - 18, rue Auguste Lumière L-1012 Luxembourg	Mr Marcel Detaille Marcel.Detaille@ak-l.lu	Tel. (352) 48 86 161 Fax (352) 48 06 14
NL	Vakcentrale Christelijk Nationaal Vakverbond (CNV) Postbus 327 - 3990 GC Houten Prins Berhardweg 69 NL-3991 De Houten	Mr Bart Bruggeman a.bruggeman@cnv.net	Tel. (31-30) 634 83 48 Fax (31-30) 634 82 00
P	UGT-P Rua de Buenos Aires nº 11-1249-067 P-1294 Lisboa	Mr Evaristo Oliveira ugt@mail.telepac.pt	Tel. (351) 21 393 12 00 Fax (351) 21 397 46 12
S	TCO Sweden Linnégatan, 14 S-114 94 Stockholm	Mr Thomas Janson Tco@tco.se	Tel. (46-8) 782 91 00 Fax (46-8) 663 75 20
UK	Trade Unions in the Community AMICUS MSF Section 40 Bermondsey Street UK-SE1 3UD London	Mr John Rodgers john.rodgers@amicus-m.org	Tel. (44-20) 79 39 70 05 Fax (44-20) 73 57 64 25

4. Employer organisations' representatives

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Communication OJ C 88, 25.3.2000

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ANNEX 6

Report to the European Parliament on implementing the action plan as follow-up to the external evaluation of Cedefop

In the action plan as follow-up to the external evaluation of Cedefop, the Management Board (MB) decided to report annually on progress made.

In view of the clear indications for action and output given in the action plan, this report follows the specific actions and highlights progress in implementation in bold. Supporting documents, decisions, etc. are available upon request.

1. Organisation and management structure

ACTION AND OUTPUT	TIME FRAME	PROGRESS
1.1. A new organisational plan and management system will be developed and implemented. This will aim at providing: (i) a clear structure and division of tasks; (ii) an improvement in the overall internal coordination within the organisation by: • fostering a system of management by objectives, mission statements, medium-term priorities, annual work programme, area plan and individual work plans; • installing an area coordinators team; • defining clearly the responsibilities of the director and the deputy director, the area coordinators, areas' and project managers' competences.	Report to the MB on organisational changes in Nov. 2001 and approval by the MB of a new establishment plan in March 2002.	**The director introduced these changes. The MB approved the establishment plan.** **A new organisational structure was introduced. It is built around the basic tasks of Cedefop and is composed of areas with area coordinators. As from 2003 the cohesion between mission, medium-term priorities, annual work programme and internal organisation will be optimal.**

ACTION AND OUTPUT	TIME FRAME	PROGRESS
1.2. The future management structure will follow the objectives of delegation, accountability and transparency. Staff will get more responsibilities and professional autonomy in improving quality and outcomes. Special emphasis will be placed on the implications both of the management and administrative reform as implemented in the Commission and of the new Financial Regulation. Objectives are: • increasing efficiency, coordination and corporate spirit; • balancing tasks with resources; • streamlining and simplifying administrative and financial management; • promoting a culture of service and quality in the light of changing stakeholders' needs.	Overall plan 2002 Implementation 2003 Completed 2003	**Planning is linked to the process of the new Financial Regulation. Implementation will start on 1 January 2003 and changes will be gradually introduced in the course of the year.** **Coordination of the five Areas is working well and substantial progress was made in introducing transparency in work and budgetary issues, thus ensuring that tasks and available resources are balanced. Individual task assignments will have to become more substantial in 2003.**
1.3. Internal information and communication will be streamlined to ensure open vertical and horizontal communication channels. The relations between our electronic tools (Internet, Extranet, ETV and Cedefop website) will be (re)defined. If relevant and possible, services will undergo an ISO check (with external help).		**Streamlining is on track and includes a new electronic data management system (EDMS). The extranet will be adapted more closely to our needs. The library / documentation service underwent an ISO audit.**

2. Human resource development

2.1. An overall inventory of competences based on activities and tasks of each staff member will be completed and matched to current skills needs in the Centre (with external help).	Completed 2003 Initial report to the MB in March 2002.	**An initial report was delivered. Job descriptions were made. A competence mapping plan exists and will follow the initiatives in the European Commission and use the European CV format.**

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ACTION AND OUTPUT	TIME FRAME	PROGRESS
2.2. The corporate training plan will be based on the skill needs identified for the organisation and for optimal functioning of its staff. Staff in managerial positions will undergo training as required in quality management, personnel and project management as well as quality assurance.	Ongoing Report to the MB annually	**The planning of training was improved, an induction programme set up, the general training rules rewritten, time management training organised, and management training is planned.**
2.3. Meticulous attention will be given to ensuring adherence to statutory recruitment procedures as required by the Staff Regulations.	Ongoing	**The Commission and the agencies are reassessing staff policy and recruitment procedures in the agencies, including the possible use of the new European Communities personnel selection office.**

3. Budgetary and financial issues

3.1. Budget procedures will be further decentralised. Within the context of the activity-based budget (ABB) a staff vade-mecum on budgetary procedures for all staff will be drafted (with external help).	November 2002 for decisions in MB	**The formal decisions on the start of the decentralised budget procedure and related procedures are being dealt with in the context of the new Financial Regulation.**
3.2. ABB and activity-based management will be introduced (with external help).	Parallel activity in line with the reform process within the Commission	**Progress on ABB was limited because, among other reasons, the framework for the new Financial Regulation is not binding.**
3.3. Identification of additional sources of external funding and increasing own revenue from products and services to help to cover the increased demands for our products and services.	Report to the MB annually in relation to preparation of the draft budget	**The MB laid down the principles in March 2002. Publication prices went up; for certain conferences, participants have to borne their own travel and accommodation costs and sometimes paid conference fees. E-commerce and electronic subscriptions are under consideration.**

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4. Quality and output indicators

ACTION AND OUTPUT	TIME FRAME	PROGRESS
The quality of Cedefop's products and services will be defined in view of the needs of stakeholders, target groups and clients. Quality and output indicators will be developed and monitored (e.g. subscription level).	Development 2002. Report to MB November 2002. Implementation 2003	**The medium-term priorities for the period 2003-06 contain clear obligations to develop output indicators. The *Annual work programme 2003* sets (as far as possible) specific targets, results and outcomes.**

5. Improving the Centre's visibility, its information, communication and dissemination strategy

5.1. **Cedefop's products and services** 5.1.1. To enhance visibility of Cedefop, a detailed strategy will be developed including: • an examination of procedures concerning external enquiries; • directing information at more specific target groups; • improving the dissemination of major reports. Elements will be drafted to raise visibility at national level, to target specific groups and to formulate indicators for measuring progress within this exercise. The new reference and expertise network will play a central role in this context.	A strategy paper will be presented to the MB in March 2002. Full implementation with the new medium-term priorities	**The MB approved the strategy paper and the Director executed the decisions. The new medium-term priorities make implementation possible. The reference and expertise network (ReferNet) was set up and will play an important role in the EU decision on the concrete objectives in education and enhanced cooperation in VET.**
5.1.2. The optimal incorporation of the ETV into the overall strategies of Cedefop will be ensured by detailed and targeted actions. Cedefop will search for complementarity and synergy with the Commissions' electronic services. Databases on important outcomes of Community initiatives and programmes will be further developed jointly with the Commission services.	Ongoing Progress will be reviewed at the end of 2002	**In close cooperation with the Commission our stakeholders and partners (ETF and Eurydice), Cedefop is developing a knowledge management system (KMS), which will be completed in spring 2004.**

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ACTION AND OUTPUT	TIME FRAME	PROGRESS
5.1.3. The visibility of the products and activities of the Centre will be enhanced through the use of the ETV. The conditions are set to make the ETV 'the European platform' for electronic cooperation between all VET stakeholders, experts and practitioners. The target will be to increase the number of registered users in the coming years by at least 10% per year.	Progress will be reviewed annually	**The KMS will push the ETV as an interactive electronic platform and support tool for enhanced cooperation in VET in Europe. The target for an increase in subscribers was met largely. End 2002 there were 30 000 subscribers (i.e. 13 000 more than a year ago).**
5.2. **Leonardo da Vinci** 5.2.1. The overall impact of the Leonardo da Vinci programme (LdV) will be enhanced by making the LdV results more visible. Cedefop will contribute by analysing innovative practices and by providing relevant information in the ETV. More specific tasks for the ETV might arise as a result of the ongoing activities on valorisation and dissemination of the results of the LdV programmes.	Ongoing	**Innovative practices were analysed. Cedefop contributed to the valorisation process and initiatives of the Commission in mobility and quality. Links with the programme will be reinforced over the coming years.**
5.2.2. The further development of the study visits programme will concentrate on: • increasing links with the LdV programme; • extending management and survey tools for efficient implementation of study visits; • involving more strongly the candidate countries (CCs)in the programme; • facilitating the participation of groups such as the social partners for which no other Community programmes exist;		**All the elements were prepared through a 'masterplan' and specific working groups (on participation of social partners, dissemination, end-of-visit reports and new technology), in close cooperation with the European Commission and national liaison officers. New software for electronic cooperation and better networking was developed.**

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ACTION AND OUTPUT	TIME FRAME	PROGRESS
• diversifying further the study visits especially in content in order to meet the specific needs of the target groups and to develop the Community's education and vocational training policy priorities; • promoting networks of study visits participants.		
5.3. **European & international organisations** 5.3.1. Cooperation with Eurydice is long standing but needs new action in the changing context, not least to achieve economies in resources. This is the purpose of the cooperation agreement with Eurydice. Better relations and intensified collaboration will be sought with ILO, Unesco and OECD in areas of common concern.	Ongoing and reporting in the *Annual report*	**Cooperation with Eurydice developed well. The second research report covered research developments in other countries and at international level. On various occasions, the ILO, Unesco and the OECD were involved in our activities. Cedefop contributed to their conferences.**
5.3.2. Cooperation in the international field will be strengthened through: • joint projects, partnerships and networks; • activities in major policy fields such as the conference on social partners' involvement in 2002 in cooperation with ETF and ILO and an international conference on lifelong learning with the OECD in summer 2003.		**In guidance and counselling Cedefop used the OECD approach to collecting data. The funding of lifelong learning is a theme of common interest with the ILO. Preparation of the international conference is on track and will not only involve the OECD, ILO and Unesco, but also the Council of Europe.**
5.4. **Cooperation with ETF** Implementation of the Cedefop and ETF cooperation agreement. This will be an integral part of the Cedefop work programme 2002. Continuation of the familiarisation process with CCs and gradual integration of CCs into the activities of the Centre assuming resources are made available by CCs themselves or through the Phare programme.	Ongoing	**The cooperation agreement with ETF and familiarising CCs made good progress (see separate report to the European Parliament in Annex 9).**

ACTION AND OUTPUT	TIME FRAME	PROGRESS
5.5. **Network and forum activities**	Ongoing	**MB members are actively involved in our work (research and policy reports, study visits programme, conferences, etc.). An 'Extranet' for the MB is functioning.**
5.5.1. Cedefop will: • encourage its MB members and stakeholders to be actively involved in 'their' agency through working parties and use of Cedefop as a platform and tool for actions;		
• assess its own role regarding the need to develop various networks which can be instrumental in furthering the objectives of the Community's VET policy and lifelong learning (LLL) strategy. Special attention will be given to the role and activities to be developed by ReferNet which will strengthen a concerted approach to LLL;		**Cedefop contributed in practical terms and through technical groups (transparency, quality, guidance, etc.) to the concerted approach to LLL (e.g. reporting on Member States' responses to the six key questions in the LLL memorandum of the European Commission).**
• support further the work of the transparency and quality forums in taking up the challenges of the Commission's communication on lifelong learning.		**Results of the transparency (certificate supplements, national reference points, European CV format) and quality forums (action lines for the coming years) had an impact and served our stakeholders.**
5.5.2. Cedefop will also: • strengthen the activities of TTnet especially in e-learning and upgrading skills and competences of teachers and trainers.		**Progress was considerable. TTnet supported the Commission's e-learning action plan and developed new approaches for upgrading skills and competences of teachers and trainers. TTnet will hopefully soon cover all EU countries and be extended to CCs in 2003.**

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6. The Management Board (MB)

ACTION AND OUTPUT	TIME FRAME	PROGRESS
6.1. **Present working methods of the MB** The MB will: • concentrate on the political and strategic issues of VET; • participate in steering the work programme (activities and projects of the Centre); • nurture closer links with the staff on work content; • delegate parts of its administrative power and function to the Bureau in conformity with the existing regulation; • establish a clear mandate for the Bureau; • ensure a systematic and regular flow of information between the Bureau and the MB; • facilitate EU-level decision-making through Cedefop's scientific and technical expertise.	An initial note to be drafted for the MB in March 2002 Completed 2003	**The MB considered this initial note at its March 2002 meeting and was closely involved in the new approach to the medium-term priorities 2003-06, on which it decided at its November 2002 meeting. The new Financial Regulation includes decentralisation of administrative power to the director. The MB reflected on its functioning and composition (see also point 5.5.1.). The changes in the Founding Regulation, planned for 2003, will be taken as the basis for establishing the Bureau's mandate.** **The flow of information is mainly electronic (Extranet).** **The expertise of Cedefop is well used in the political (Bruges) process and its role recognised in the Council resolution on enhanced cooperation in VET and in the 'Copenhagen Declaration'.**
6.2. **Preparing for the future** The MB will: • use systematically information and communication technologies; • make use of management tools to steer the Centre's activities and enhance the external impact of the Centre.	Start in 2002	**Major investment in new hardware and software was made. Training was delivered and equipment well used. The increased external use of electronic tools is shown by more than 22 000 hits per day.**
6.3. **The consequences of EU enlargement** The MB will reflect on the consequences of enlargement. Cedefop will seek a concerted approach with other quadripartite agencies. It will inform the Commission of its opinion.	Start 2002 Reporting November 2002	**The MB considered the future composition and functioning of the MB in a concerted way with the Bilbao and Dublin agencies.**

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ACTION AND OUTPUT	TIME FRAME	PROGRESS
Aspects to consider are: • composition of the MB; • suggestions for changes to the Founding and Financial Regulations as well as the internal rules of procedure and modes of functioning.		

7. Linking medium-term priorities and work programmes

To improve effectiveness and transparency, the work programmes will provide: • evaluation criteria to monitor fulfilment of the medium-term priorities; • progress reports and annual report in line with the annual work programme; • a better structured process of preparation (including participation of MB members) and links between the medium-term priorities and the work programmes.	End 2002 Ongoing	**The basic conditions for monitoring and reporting can be found in the new medium-term priorities 2003-06, the work programme 2003 and the annual report 2002. Regular progress reports were made available on the MB Extranet.**

8. New medium-term priorities and work programmes

8.1. The new medium-term priorities will: • fully consider current policy initiatives of the Community such as the communication on lifelong learning and future objectives for education and training systems; • relate to clearly formulated objectives bearing in mind less could mean better; • provide for a system of monitoring progress and reporting on these objectives.	The new medium-term priorities will be adopted in November 2002	**Supported by the observations of the Court of Auditors (2001 financial year), Cedefop established a programme ranging from the Founding Regulation, to medium-term priorities, annual work programme, plans of the areas (which were drawn up in conformity with our Founding Regulation), to individual job descriptions and work plans. The medium-term priorities and work programme 2003 are based on EU policy objectives, the social partners' framework of action and organised to provide optimum support for the enhanced EU cooperation (see Council Resolution of 12 November 2002).**

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ACTION AND OUTPUT	TIME FRAME	PROGRESS
8.2. Future work programmes will: • formulate clear and measurable activities for the objectives of the medium-term priorities and have clear output and possibly impact indicators developed; • provide quality assurance as a means of assessing both the quantitative and qualitative success of Cedefop's activities; • give the MB the tools to prepare and to follow implementation of the work programme.	Start 2002 Implementation in the next medium-term priorities	**The work programme 2003 has been structured on the basis of the plans and indicators and hopefully results in 2003 will prove to be consistent with them.** **The recently developed European policy framework will also help to guide our contributions.**

Thessaloniki 17.12.2002

On behalf of the Management Board
Mr Alfons De Vadder

ANNEX 7

Study Visits Programme

Choice of themes for 2002

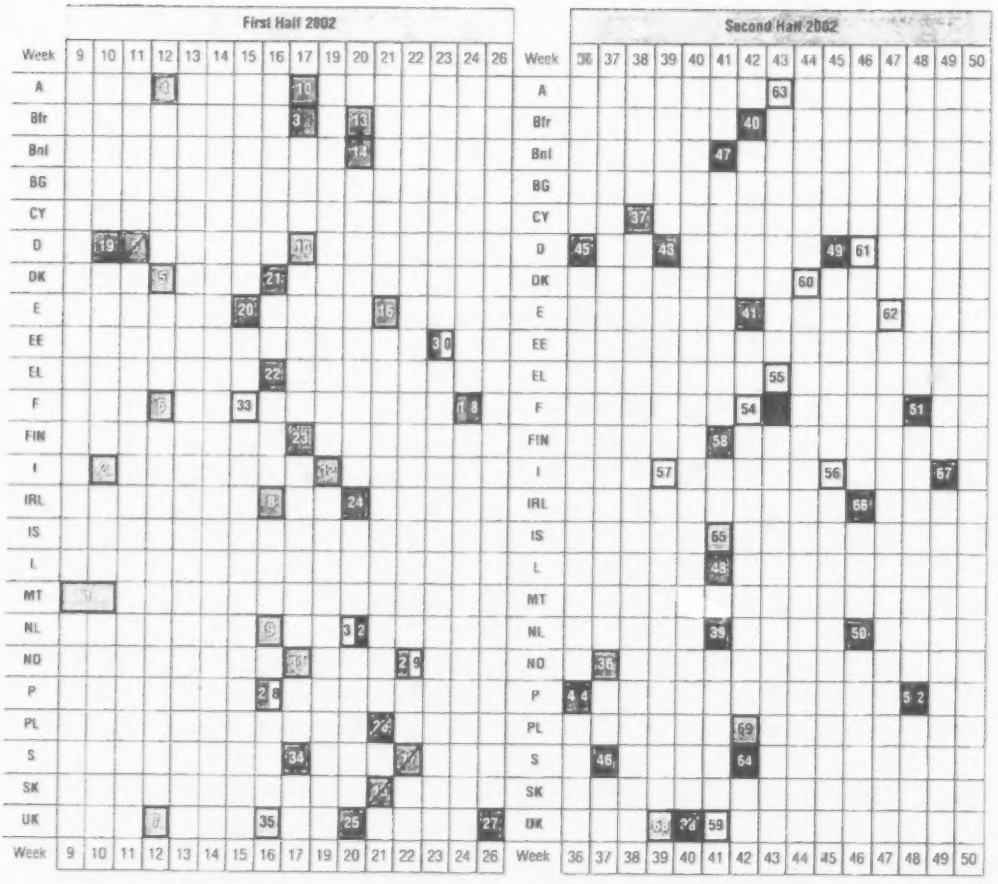
In accordance with the principle of subsidiarity, the content of visits is the responsibility of host countries.

We focus on a limited number of themes, so it is easier to identify follow-up actions, such as synthesis seminars, comparisons between different countries, avenues to be explored at future visits, research, publications, etc.

In the priorities proposed by the Commission (Council Decision of 26 April 1999) for 2001-03, the proposed themes for 2002 are:

(a) vocational training of young people;
(b) vocational training of adults;
(c) SMEs and ICTs: training and/or training needs to keep pace with the increasing use of new information and communication technologies (e-mail/web/e-economy) in small and medium-sized enterprises;
(d) quality of vocational education and training (VET) systems: methodologies introduced for assessing the quality of the systems, and/or the mechanisms put in place for assuring the quality of the training;
(e) the transport sector, an example of the effects of the social dialogue on training at sectoral level;
(f) the role of universities in vocational training today. How to strengthen the links between training institutions and working life;
(g) language learning in vocational training;
(h) miscellaneous.

Distribution by themes (2002)



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ANNEX 8

Knowledge management

Work progressed in developing a structure for information resources in 11 major defined areas. These structures were fine tuned with our main partners (DG EAC, Eurydice and ETF). Consensus was reached on a common method for structuring the resources. One of the major thematic areas (funding and investment in training) was completely substructured and arrangements were made with Eurydice to take this theme first in their approach. The VET aspects were translated into annotated web-based templates for ReferNet members and input of data from the network on this theme will be completed by March 2003.

Following discussions with Director-General K. van der Pas (DG EAC), Cedefop will also collaborate with Eurydice, which provides network information on education in Europe. In order to be in a position to provide up-to-date information on investment in both the training and education sectors by early summer 2003, Cedefop and Eurydice will concentrate first on developing more investment in education and training.

In relation to structuring other themes, priority was given to completing a structure for both initial and continuing training.

Simultaneously, work was completed on creating a web-based application for ReferNet members to input data on the thematic overviews of VET systems in individual countries. This was agreed at the ReferNet meeting in November 2002 and data input will be completed by end February 2003. In the ensuing two months this information will be analysed both from a thematic and a national perspective by Cedefop expert staff in cooperation with contracted external expertise. By the summer of 2003, this will culminate in publication of thematic overviews from the knowledge management system.

As support for the Council resolution on enhanced cooperation in VET and the Copenhagen Declaration (November 2002), Cedefop and the European Commission agreed to organise and host a number of virtual communities on priority issues. The virtual communities on transparency, quality and credit transfer are already running. These provide a platform for the technical working groups mandated by the Commission and, at the same time, offer the broader VET community access to discussion, documentation and developments at European level. An additional six communities will be mounted in the coming months.

The selected outcome and products of these virtual communities will also serve as input to the Cedefop knowledge management system and ensure that reflection on current priority issues is well documented in the knowledge base.

Resources, organisational and content issues

Within the working areas in Cedefop three content liaison officers were appointed. Part of their overall tasks is to ensure analysis of incoming information by the specific expertise available in the working areas, to coordinate workflow and deadlines and to consider issues of quality assurance. The content liaison officers are supported by technical staff to ensure technology to match the real needs in input, processing and delivery is developed.

Following a call for tender in December 2002, external contractors were recruited for a total of 16 contracts covering 30-day periods to provide support for analysing thematic information and managing the virtual communities.

Simultaneously work commenced in the areas to integrate Cedefop's legacy databases and information structures into the knowledge management system. In Area D, documentation and library manages the ReferNet and will gradually integrate the library databases into the knowledge management system. In the area of research, work in Area A will also include integrating the Cedra and ERO databases into the system as foreseen in the *Work programme 2003*.

ANNEX 9

Cooperation between Cedefop and the European Training Foundation (ETF)

Summary joint progress report - September 2002

Introduction

Following the decisions of the respective Management and Governing Boards, Cedefop and ETF will continue their cooperation started in 1997 with the 'Memorandum' and consolidated in the 'Framework for cooperation between Cedefop and the ETF during the enlargement process' (2001) (1).

1. Preparing candidate countries (CCs) for full participation in Cedefop at the time of accession:

1.1. **Towards harmonising reporting systems; extending Cedefop's 'European network of reference and expertise' (ReferNet) to CCs**

Preparation started on creating a knowledge management mechanism in education and training to reinforce the monitoring and exchange of good practice. The two agencies and Eurydice are working closely to ensure compatibility of the reporting structures. Preparation for integrating CCs, in particular through ETF national observatories, into Cedefop's ReferNet will be undertaken gradually in the run-up to anticipated accession in 2004.

(1) See http://www.CEDEFOP.eu.int/download/current_act/CEDEFOP_etf_0601.doc

1.2. **Teachers and trainers**
To prepare for integrating CCs into the Cedefop teachers and trainers network (TTnet), the two agencies are organising a conference in cooperation with the Danish EU Presidency, which will be held on 21 and 22 November 2002 in Copenhagen.

1.3. **E-learning**
ETF joined the Cedefop survey on the state of e-learning in Europe (mainly on financial issues), which is expected to be published as a joint product by end September 2002 on Cedefop's European training village (ETV) server.

1.4. **Participation of CCs in the Leonardo study visits programme**
ETF provided support to reinforce CCs involvement in the programme. ETF drew on its networks and experience and proposed appropriate contacts and provided relevant documentation to Cedefop.

ETF was represented at the seminar in Hungary 'SMEs faced with the growing use of ICTs - how vocational training can play its role?'

1.5. **Support for research cooperation**
The second Cedefop *Research report* was prepared in collaboration with ETF. It presents a detailed review of research infrastructures and current research topics in all Phare countries.

For the *European journal vocational training* published by Cedefop, both ETF and a representative of CCs have been members of the editorial board for some years; the journal should become a more important tool in CCs.

Scenarios and strategies on vocational education and training (VET): in 2002 the results of this joint project were published and follow-up activities organised.

1.6. **The Cedefop report on 'Learning for employment'**
This is scheduled for publication early in 2003. ETF has prepared a contribution for inclusion on 'European policy on enlargement as it concerns VET'.

1.7. **Statistics and indicators**
ETF contributed to the Cedefop publication *The transition from education to working life. Key data on VET in the EU (2001)* based on data for CCs collected by ETF through the 'key indicators' project.

ETF also cooperated on methodological developments on the harmonised list of learning activities.

2. Facilitating the participation and involvement of CCs in the policy development of the Community in VET during the transition period before accession

2.1. **Lifelong learning (LLL)**

ETF helped the Commission to organise the consultation process on the Memorandum on LLL in CCs in 2001.

Both agencies will also cooperate on preparing a database of good examples of practice in LLL for the countries they cover.

On follow-up to EC initiatives on LLL, both agencies continued to work together in the following areas:

- increased cooperation in VET ('Bruges process'),
- transparency of qualifications,
- quality in VET,
- guidance.

3. Other activities

3.1. **Social dialogue**

ETF and representatives from CCs participated in the conference on 'Social partners and the development of competences and qualifications in Europe' organised by Cedefop within the framework of the Danish Presidency, on 23 and 24 September 2002 in Brussels.

3.2. **The new Cedefop e-learning website**

ETV is working on creating links to the ETF website and specifically to CC national reports and further information on e-learning.

Cedefop
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